

2025



TRAINING REPORT

Contractor Development
Training on Fundamentals
of Tendering: Level 2



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FOREWORD

I am honoured to present this report detailing the outcomes of the Eswatini Contractors Association's inaugural three-day transformative training program, held from 17–19 March 2025. This initiative was made possible in part by the generous support of the Construction Industry Council, whose funding significantly contributed to the project's success.

The program engaged approximately 130 participants, equipping them with essential skills in ***Pre-Tender Preparation and Planning, Crafting Comprehensive and Persuasive Tender Responses, Construction Project Finance Fundamentals, and Financial Risk Management***. These sessions not only empowered our members but also reinforced our commitment to advancing industry standards and best practices.

On behalf of the Executive Committee, I extend my sincere thanks to all our members for their active participation and dedication to continuous learning and growth. We are confident that the knowledge gained from this training will drive measurable improvements in performance and contribute to the ongoing excellence within the construction sector.

We look forward to more opportunities for professional development that will further enhance our collective skills and elevate our industry's standards.

REUBEN MSIBI
Chairman



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FROM THE OFFICE

While initial registration and licensing are vital entry points into the construction industry, our current regulatory framework falls short of addressing the need for competency-based certification and the continuous development of contractors.

To bridge this gap, the Association has developed a comprehensive framework that documents activities aimed at maintaining and enhancing knowledge and skills. This is achieved through Contractors Continuous Development (CCD) Points, administered via the ***ECA 2025/2026 Training Catalogue***.

This initiative underscores the importance of routinely updating contractors' competency profiles to keep pace with technological advancements, evolving procurement systems, and the increasing demands for delivering projects that meet the highest standards of quality, safety, and professionalism.

Designed as a benchmark for future educational initiatives, this training was developed following extensive research to identify and overcome the challenges that affect the competencies of our local contractors.

We extend our heartfelt gratitude to everyone whose contributions helped make this training program a success.



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INTRODUCTION

The Eswatini Contractors Association (ECA) is dedicated to fostering growth and professionalism among its members. In collaboration with the Construction Industry Council (CIC), the ECA designs programs to address challenges specific to the construction industry in Eswatini. These training initiatives aim to enhance technical capabilities, strengthen contractors' competencies, and support compliance with regulatory standards, all while promoting sustainable development. By prioritizing education, the ECA seeks to empower contractors to achieve excellence and contribute to the country's infrastructure and economic progress.

The opening day of the Contractors Association meeting at Esibane Hotel in Ezulwini, Eswatini, featured a collaborative training initiative led by the Eswatini Contractors Association (ECA) and the Construction Industry Council (CIC). The event was officially inaugurated by the Minister of Public Works and Transport, represented by Principal Secretary Mr Thulani Mkhalihi. Key speakers included ECA Chairperson Mr Rueben Msibi and CIC Chairperson Mr Sandile Makhubu who emphasized the importance of capacity-building and partnerships in the construction industry.



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2. OVERVIEW OF THE TRAINING

2.1 Purpose

This training was designed to prepare contractors for success in the tendering process. It equips them with the critical skills needed to align their organizational capabilities with project requirements, mitigate risks, and develop strategic approaches to bid preparation. Additionally, the inclusion of tax compliance and bank financing expectations ensures a well-rounded understanding of the pre-tender phase, enabling contractors to build competitive and sustainable business models.

2.2 Design

The methodological approach



The methodological approach of the training was guided by three main steps: preparation, implementation and reporting. The training was structured around a series of modules. The modules were delivered in sessions using combined theoretical and practical approaches with informative materials aimed at sharing participants' experiences through various techniques of facilitation:

- **Expert-Led Sessions:** Professionals from the construction industry provide insights into pre-tender strategies such as market analysis, client profiling, and competitor evaluation.
- **Interactive Workshops:** Participants actively assessed their organizational capabilities, identify resource needs, and practice risk management strategies through hands-on exercises.



2.3 Special Guest Presentations

- **Eswatini Revenue Authority:** Offers a detailed session on tax regulations, compliance requirements, and strategies for managing tax-related obligations effectively.
- **Eswatini Bank:** Discuss expectations for project financing, including funding prerequisites, risk management in loan procurement, and long-term financial planning



Case Studies

Real-world examples allow participants to explore successful approaches to tender planning and execution, offering practical insights into challenges and solutions.

Collaborative Forums

Networking opportunities enable contractors to exchange ideas, build partnerships, and share best practices in the tendering process.



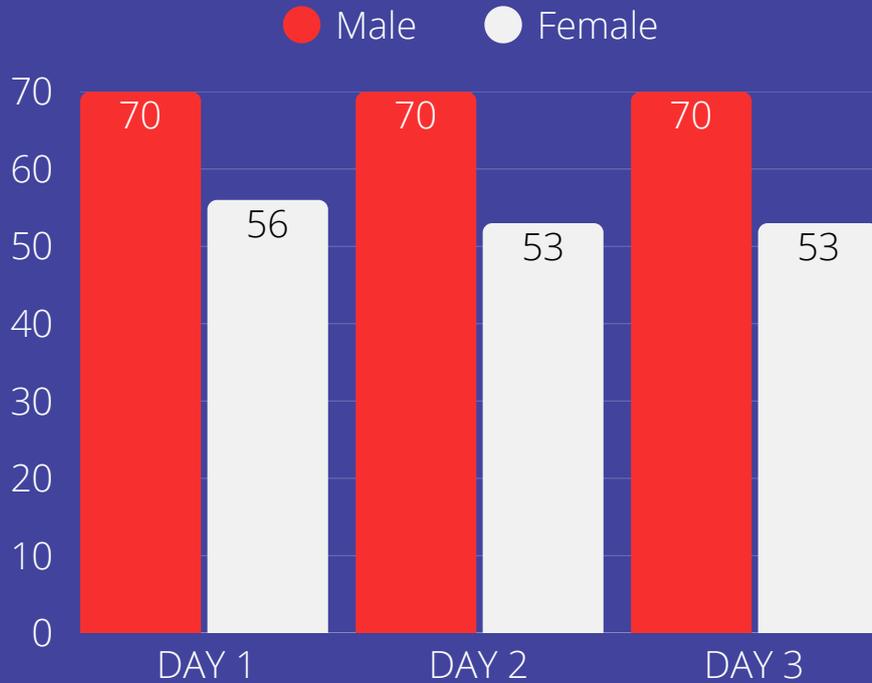
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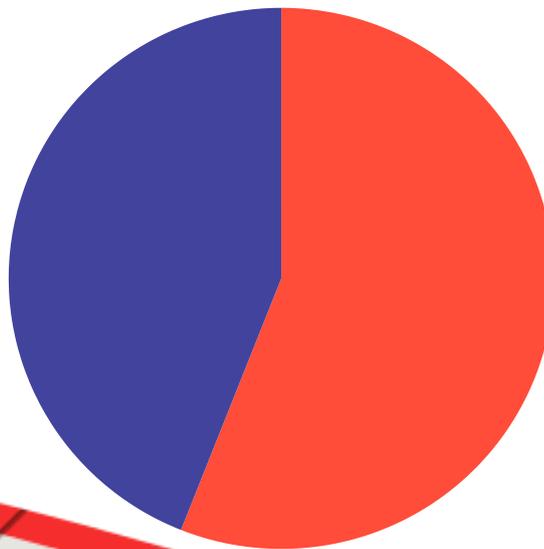


Summary Attendance



The training program held from 17-19 March 2025 duration of three days 126 in Total

**Female
44%**



**Male
56%**



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TRAINING CONTENT

Below is an integrated summary of the training workshop sessions;

3.1 Pre-Tender Preparation and Planning – Mr Edward Dlamini

Mr. Dlamini illustrated the importance of early and organized planning. His guidance showed how to identify the right tender opportunities, gather all needed documents, and review tender requirements in depth. By setting clear checkpoints along the process, potential risks are spotted and managed early, ultimately reducing errors and strengthening bid quality.

3.2 Compiling Comprehensive and Persuasive Tender Responses – Mr Patrick Nxumalo

Mr. Nxumalo broke down the process of creating a winning tender submission into simple, actionable steps. He highlighted the value of thoroughly reading tender details, conducting detailed site inspections, and obtaining multiple supplier quotes to ensure accurate cost estimates. His insights made it clear that attention to detail and a methodical approach result in a more convincing tender.

3.3 Legal Aspects of Construction Management – Mr KQ Magagula

Focusing on the importance of robust contracts, Mr Magagula demonstrated how detailed, written agreements that define roles, deadlines, and costs can prevent disputes. He stressed that identifying potential legal issues early by seeking advice when terms are unclear plays a key role in keeping projects on course and avoiding costly complications.



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→ **TRAINING CONTENT**

3.4 Tax Compliance – Eswatini Revenue Service

Contractors received clear instructions on meeting essential tax obligations, including income tax, PAYE, and VAT. The session detailed the registration process, precise document handling, and strict adherence to submission deadlines.

Notable updates, like the new VAT certificate requirements, were also explained so that contractors can avoid fines and maintain smooth operations.



3.5 Bank Requirements for Financing Construction Projects – Eswatini Bank

Representatives from Eswatini Bank outlined what is needed to secure financing for projects. They emphasized the importance of having up-to-date financial records, a strong business plan, and a proven record of past projects. By organizing documentation such as business registrations and detailed cost breakdowns, contractors can enhance their credibility and improve their chances of obtaining the necessary funding.



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TRAINING CONTENT

3.6

Debt Financing Fundamentals and Finance Risk Management – Mr Harris Benula Kamanga

Mr. Kamanga discussed how borrowing money fits into project funding strategies, emphasizing that loan costs like interest and fees need to be factored into tender pricing. Contractors were guided on assessing the right loan amount, comparing lender quotations, and monitoring financial risks as the project progresses—all crucial for maintaining a healthy cash flow

3.7

Retention and Contractual Understanding – Mr Harris Benula Kamanga.

In another focused session, the concept of retention was demystified. Contractors learned that retention money is reserved to ensure project completion and cover any unforeseen issues. This understanding helps in safeguarding project delivery and managing contractual risk effectively.



3.8

Insurances and Performance Bonds – Mr Harris Benula Kamanga

Protection measures were highlighted through discussions on various types of insurance including works, public liability, and workers' compensation as well as the strategic use of performance bonds. These tools serve as financial safeguards, ensuring that if issues arise or contractual obligations are unmet, there are mechanisms in place to protect all parties involved



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→ **TRAINING CONTENT**

3.9

Compliance with Statutory Obligations – Mr Harris Benula Kamanga

The final session provided a broader view of regulatory compliance. Covering labour laws, environmental guidelines, social responsibilities, occupational health and safety, gender-based issues, and tax regulations, the presentation reinforced that following these statutory obligations is essential. By meeting all legal requirements, contractors can avoid fines, reduce risks, and keep their projects not only compliant but also more financially secure.

Each session provided practical insights that together create a comprehensive guide for contractors. The training offered a balanced mix of strategic planning, precise execution, and proactive risk management aimed at improving overall project outcomes.



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4. RECOMMENDATIONS

Below is a brief summary of the recommended future trainings for ECA Members.

Most of these topics are already part of the ECA 2025/2026 Training Catalogue, while a few additional sessions have been proposed to address emerging needs and contractors to be exposed to the practical aspects needed to remain competitive and compliant in a rapidly changing industry.

4.1 A Practical Approach to Estimating and Tendering from a contractor's point of view



To equip contractors with a practical approach to estimating and tendering, enabling them to effectively manage price and performance risks inherent in construction projects. This training will provide insights into best practices for pricing tenders, ensuring accuracy and competitiveness in both public and private sector contracts. Participants will gain a deeper understanding of estimating principles, tendering methods, and risk mitigation strategies applicable to projects of all sizes and complexities.

4.2 Contract Management



To provide participants with a comprehensive understanding of contract management principles, focusing on standard forms of contracts and their comparative analysis. The training aims to equip contractors, with the knowledge needed to interpret and apply the contract forms during construction projects. By examining standard contract structures, key provisions, and risk allocation strategies, participants will develop the expertise to navigate contractual obligations effectively, minimize disputes, and optimize project outcome.



 **RECOMMENDATIONS**

4.3 Managing Compliance with Environmental Regulations

To equip contractors with the knowledge and practical skills needed to ensure compliance with environmental regulations in construction. This training will provide a comprehensive understanding of legal requirements, sustainable practices, and risk management strategies related to environmental and social aspects, climate change, waste management, pollution control, and resource efficiency. By integrating compliance-driven approaches, participants will learn how to minimize environmental impact, avoid legal liabilities, and contribute to sustainable construction practices that align with regulatory standards and industry best practices and be knowledge across disciplines and creating an interdisciplinary ethos.

4.4 Labour Compliance Training

This training will help contractors comply with evolving labour laws and regulations. It will provide a comprehensive understanding of wage calculations, overtime policies, statutory allowances, and fair employment practices. By mastering compliance requirements, participants will learn how to protect worker rights, avoid legal penalties, and foster a lawful, ethical, and productive work environment. The training will also explore key labour legislation, enforcement mechanisms, and best practices to ensure contractors operate within legal frameworks while promoting workforce stability.



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RECOMMENDATIONS

4.5

Digital Record Keeping and Communication Tools

Modern digital tools can significantly boost efficiency. This session will empower contractors with the skills and knowledge required to leverage modern digital tools for efficient record keeping and communication. This training will focus on the integration of digital systems to streamline administrative processes, enhance data accuracy, and improve collaboration. Participants will learn best practices for utilizing electronic documentation, cloud-based storage solutions, and automated communication platforms, helping them minimize errors, save time, and maintain organized project records. By embracing digital transformation, contractors will be better equipped to manage projects effectively, streamline record keeping and communication, reducing errors and saving time.

4.6

Understanding Public Tendering Processes and Legislation

This session simplifies the often-complex world of public procurement. Contractors will learn how to successfully navigate public tendering processes while ensuring full compliance with relevant procurement laws and frameworks. This training will provide a practical, step-by-step approach to preparing competitive and compliant bids in line with tendering models such as open, selective, and negotiated tendering. Participants will gain insights into local public procurement regulations, bid evaluation criteria, ethical bidding practices, and documentation standards. By mastering these essential elements, contractors will be better positioned to secure public sector projects, expand their business opportunities, and maintain a strong reputation in the industry.



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RECOMMENDATIONS

4.7

Familiarity with International Standards for Multinational-Funded Projects

As more projects attract international funding, understanding global standards becomes essential. This training introduces the knowledge and skills necessary to successfully engage in multinational-funded projects by adhering to international standards. This training will provide a comprehensive understanding of globally recognized benchmarks, procurement requirements, and compliance frameworks. Participants will gain insights into best practices for preparing bids that meet international funding criteria, ensuring competitiveness and alignment with industry expectations. By mastering key regulatory guidelines, quality assurance protocols, and sustainability principles, local contractors will be empowered to expand their market reach and effectively participate in globally funded construction initiatives.



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5. Next Step: Planned follow-up activities ECA 2025/2026 Training Catalogue Implementation

As we move towards implementation of the ECA 2025/2026 Training Catalogue, the following activities are being carried out



- **Issuance of Certificates of Attendance:** Recognizing participants' engagement and successful completion of training sessions to enhance professional credibility and compliance.
- **Training Needs Analysis (TNA):** Conducting an in-depth assessment using contractors' construction project experience to identify skill gaps and tailor future training programs for maximum relevance and impact.
- **Finalization of the CCD Points System Framework:** Establishing a structured system to allocate Continuing Contractor Development (CCD) points, ensuring fair assessment and career progression tracking.
- **Comprehensive Evaluation and Competency Tracking:** Designing robust evaluation methods and statistical tools to measure training effectiveness, monitor skill development, and inform future training initiatives for sustained industry growth.



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6. CONCLUSION

The Contractor Development Training on Fundamentals of Tendering, conducted over three days, proved to be a highly valuable learning experience for members of the Eswatini Contractors Association (ECA). Through expert-led sessions and interactive workshops, participants gained critical insights into identifying tender opportunities, structuring essential documentation, ensuring legal and tax compliance, securing project financing, and implementing effective risk management strategies.

The assessment of training objectives and outcomes indicates that competency levels were successfully achieved, equipping contractors with the practical skills required for navigating the complexities of tendering. This comprehensive approach, championed by ECA, underscores a commitment to continuous professional development, industry excellence, and the advancement of sustainable business practices.



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