



**STATE OF KUWAIT**

**MINISTRY OF FINANCE  
AND  
PUBLIC AUTHORITY FOR APPLIED  
EDUCATION AND TRAINING  
(PAAET)**

**PROJECT MANAGEMENT SERVICES  
FOR**

**DESIGN OF FACILITIES FOR PUBLIC  
AUTHORITY FOR APPLIED EDUCATION  
AND TRAINING (PAAET)**



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**INTRODUCTION**

## **I. INTRODUCTION**

The PAAET is soliciting proposals from highly qualified and experienced Project Management (PM) international firms in connection with the Design of their proposed Project.

In accordance with prevailing law of the country, each international Project Management firm invited to submit proposals for this project must associate with a local (PM) firm registered in Kuwait as per MOF requirements. The percentage of local consultants should not be less than 30% of staff associated with the project.

Project Management services in the areas of design review and management project control and reporting to assist PAAET in the administration and management of its projects in different sites which consists of the following:

١. The extension of the Electricity and Water Institute.
٢. Classrooms and laboratories for the College of Technological Studies.
٣. Tourism Institute for Boys.
٤. Tourism, Beauty and Fashion Institute for Girls.
٥. The Al-Jahra Campus (Technological, Commercial, Health Science, Basic Education).
٦. College of Health Sciences – Boys.

**SECTION II**  
**CONSULTANT'S SCOPE OF WORK**

## **II. CONSULTANT'S SCOPE OF WORK**

### **1. GENERAL REQUIREMENTS:**

A. It is expected that the Consultant will perform all the Project Management Services to ensure that:

(i) The Scope of the project will be well defined.

(ii) The Master Plans meets with the project scope.

(iii) The project will be well designed by the Architect/Engineer (A/E) Consultants.

(iv) The project will be designed in accordance with recognized international and local standards and meet the requirements of various regulatory authorities.

B. Consideration must be given to the Articles of the Project Management (PM)'s Standard Agreement. In the event of a conflict in the requirements given in these Terms of Reference and those found in the Standard (PM) Agreement, the requirements below will govern.

### **C. Project Schedule and Estimated Total Cost:**

Attachment, of the Terms of Reference reflect the space program, time program of the project design.

The Consultant technical and financial proposals for all the deliverables in the TOR should allow for the statutory authorities approvals.

### **D. Project Control Systems Terminals:**

The Consultant will provide the required computer interface in order that the Project Control System developed by the Consultant can be operated by the PAAET Project Manager's Office. Interface with any other offices is not required. The consultant must provide necessary computer terminal, systems, or upgrading of computer systems in the PAAET Project Manager's Offices required for the Project Control system to be operable in his office.

### **E. Office Facilities:**

PAAET will provide, including maintenance, a fully air conditioned office facility at one location including normal office furniture for use by the Consultant. All other equipment special furniture, supplies, tools, telephone and telex and other items required by the Consultant in the execution of his work will be provided by the Consultant.

### **F. Specialists Review – Design:**

\* Review the Master plans to enhance circulation performance of building, and performance of systems to optimize construction time savings and cost saving, maintaining the Masters plans basic space program and design envelopes.

- \* Quality Assurance - design. The Consultant, as part of his design Management, will provide required staff to ensure the quality of the design performed by the Individual A/E firms and quality of design product.
- \* Value Engineering - Value Engineering will be provided by the PM Consultants, for the specified projects. A VIE workshop will be conducted by a V/E Sub - A/E design team will participate in these workshops.
- \* Productivity Review - The Consultant, as part of his Design Management will review the productivity of each of the stages of A/E design for adherence to schedules.

**G. Contractual Relationship:**

All A/E Design Consultants, Project Management Consultant and Construction Contractors will have a direct contractual relationship with the public Authority for Applied Education and Training and work under the direction of PAAET Project Management Consultant will function as an extension to the PAAET Project Manager's Office and will have NO direct contractual relationships with others.

**H. A/E Design Services:**

The services to be provided by the A/E firms will be all inclusive to provide a facility ready for move - in and will include all loose and fixed equipment and furniture and furnishings.

- I. The Consultant shall assign a full time Project Executive responsible for overall execution of the Consultant's work and have the authority to act on behalf of the Consultant on all matters relative to this agreement with PAAET.
- J . Unless otherwise required herein, services normally and traditionally provided by the Project Architect/Engineer are specifically excluded from the scope of work of this contract.
- K. All services will be performed under the direction of the PAAET.
- L. The Consultant will not deemed to have failed to meet his contractual undertakings and will not be held responsible for:
  - (i) Design deficiencies, provided he has adequately reviewed the design during its development, has taken all reasonable measures to identify defects or omissions in the design, has advised PAAET with respect to defects identified, and has taken all reasonable precautions to ensure that the construction contract bid package is complete, or.
  - (ii) Late completion of design and tendering and awarding of construction provided that he has exercised all due diligence. Utilizing competent personnel within authorized limitations to plan, coordinate and expedite the design, tender and award process within accepted standards and regulations.
- M. The Consultant agrees to furnish skill and judgment, and to perform the services in the most expeditious and economical manner consistent with interests of the Authority.

- N. The Consultant shall not have the right nor take such action resulting in any changes in contractual agreement between PAAET, other consultants or construction contractors , such right is reserved solely to PAAET.
- O. The Consultant's Scope of Work shall include the services required for:
- (i) Updating PAAET project requirements.
  - (ii) Reviewing the approved Masters Plans.
  - (iii) Value Engineer the Masters Plans.

2. MANAGEMENT PLAN FOR DESIGN:

A. **Management Plan:**

The Consultant shall develop a detailed Management Plan for accomplishing the services set forth in this contract. This plan shall further delineate and expand upon the applicable portions of the Consultant's accepted technical and financial proposals and shall provide the single comprehensive plan for the control, direction, coordination, communication, procedure and evaluation of the work performed by the consultant. The Management Plan shall be submitted within 30 days after contract award. Four copies of the plan and of the updates thereto, shall be submitted to the Project Manager.

B. **Contents of Management Plan:**

The plan shall describe in detail the program of, and requirements for, executing the work and organizations participating in the work. To achieve desirable uniformity in preparation and use the plan shall include sections and structures described below.

- (i) Project Definitions - The known characteristics of each sub project shall be described in general terms including the PAAET schedule, budget, technical and other objectives for the project.
- (ii) Work Statement - A narrative description of the program of work to be performed by Consultant, A/E, and PAAET.
- (iii) Organization Charts - A detailed chart of the Consultant's Organization and a Summary Chart showing the interrelationships between PAAET, the Consultant, the A/E.
- (iv) Duties - The duties of all the Consultant's staff personnel shown on the organization chart shall be described in detail. The duties of each organizational element of the A/E, and PAAET shown on the organization chart, shall also be described.
- (v) Linear Responsibility Charts - These charts shall display in matrix format the functional role of each position category shown on the Consultant's organization chart, and the role of each of the organizational element of the A/E, and PAAET, shall have in executing the detailed work items. By use of an appropriate graphic symbol each of the following responsibilities shall be displayed for each work item.
  - (a) Direct responsibility for executing the work.
  - (b) Direct responsibility for supervising the execution of the work.

- (c) General management responsibility of the work, and.
  - (d) Recipient of the work product. This relationship involves the transfer of information and not any coordinative responsibility.
- (vi) Schedules - The Consultant shall include as part of the Management Plan and update thereto the following schedules.
- (a) Design Packaging Strategy.
  - (b) Work Program Schedules - Consultant's Work Program Schedule for performance of services.
  - (c) Master Schedule - Master Schedule for the entire Project design.
  - (d) Staffing Schedule - Consultant's planned staffing of the project to perform the services as indicated in his Work Program Schedule in (b) above. This schedule and updates thereto, as approved by the PAAET Project Manager, shall be the Consultant's authorization to assign staff to the Project. The staffing schedule shall be updated and adjusted every three months.
  - (e) Consultant's Payment Schedule - Consultant's monthly payment schedule indicating monthly payments based on planned staffing and other costs in accordance with Format 5C of the accepted priced proposal. The project payment schedule shall be updated and adjusted every three months within the total accepted lump sum fee, any variation to the fee shall not be accepted without prior PAAET approval.

**C. Approval of the Management Plans for Design:**

The Management Plan and updates submitted will be reviewed by the PAAET Project Manager who shall have the right to approve or disapprove the recommended plan.

The Project Manager's written approval of each plan (schedule of services, staffing and payments) shall provide the consultant the basis for monthly payment for work accomplished.

**D. Management Plan Updates:**

The Consultant shall continuously update and revise major aspects of the management plan which are necessary to maintain the plan as a viable management tool.

**E. Administrative Procedures:**

The Consultant shall review PAAET Administrative Procedure presently in use, and revise and update these procedures to reflect the addition of a Project Management Firm into the project organization and other changes affecting the project. The Consultant shall prepare a draft for PAAET approval. Upon approval the Consultant shall finalize and issue 10 copies to PAAET as well as provide copies to all A/E firms engaged in the project. The Consultant shall maintain and update these procedures for the life of the project and issue updated portions as necessary.

### 3. PROJECT CONTROL:

#### A. **General.**

- (i) The Consultant shall design, implement utilize throughout the life of the project all subsystems of the Project Control System (PCS) to meet the needs of the projects as approved by PAAET and provide the technical services as required under this section of these Terms of Reference.
- (ii) The Consultant shall provide the technical services required for cost control and schedule control as defined below under "other services".
- (iii) The Consultant shall provide and maintain the latest computer systems (Hardware and Software) as indicated in his proposal to execute the PCS computer programs and generate computer reports.
- (iv) The Consultant shall provide, install and maintain on the PAAET Project Manager's computer system copies of all computer software packages required to perform his work. All reports and programs shall be made available on the PAAET Project Manager's existing hardware by means of diskettes and/or data communication. Software and hardware compatibility, providing data line and required upgrading of PAAET Project Manager's computer system to accept the Consultant's software programs shall be the Consultant's responsibility. All software packages shall include original manuals, diskettes, 15 hours training for each of 4 people and software support for the life of the project.
- (v) The reports, documents, and data to be provided shall represent an accurate assessment of the current status of the project and of the work remaining to be accomplished, shall provide a sound basis for identifying variances and problems, and for making management decisions and shall be timely prepared and furnished to the PAAET Project Manager.
- (vi) The Consultant shall install the data base computer programs, developed by PAAET for cost control and financial control, on his computer system and PAAET Project Manager's computer system and implement and maintain these systems.
- (vii) The PCS shall be described in terms of the following major subsystems:
  - (a) Narrative Reporting.
  - (b) Schedule Control.
  - (c) Cost Control, and.
  - (d) Financial Control.

#### B. **Narrative Reporting Subsystem:**

- (i) Designated personnel of the Consultant shall prepare reports that provide information to effectively manage the project.
- (ii) The Narrative Reporting Subsystem shall include the reports as outlined in the Document V - Attachment 3 "Project Control System Requirements".
- (iii) The Consultant shall provide any other reports deemed necessary by the PAAET to support the decision making process.

### **C. Schedule Control system:**

The operation of this subsystem shall provide network diagrams, schedule updates, computer generated schedules, and the time related cost data necessary to plan and execute the planning, design, construction, occupancy, and the Consultant's work within the time specified above. All network diagrams requested shall be precedence time - scaled diagrams.

(i) Schedules - The Consultant shall produce and incorporate into the schedule data base and generate, at the required intervals, the following schedules:

(a) Master Schedule - Within (30) days after award of contract the Consultant shall submit a master schedule for the planning, design, tender / award of the project. The master schedule shall identify each facility (sub project) within the total project and indicate schedule activities for planning, pre-design, design by phases of design, tender / award.

The master schedule shall be sub-divided into the following sub-schedules:

(i) Individual Project Schedules.

(ii) Consultant's Schedule - indicating his work program including all deliverable items shown on his network diagram submitted as part of the priced proposal and agreement.

(iii) Design Package Schedules - indicating schedule of all facilities assigned to one Consultant

(b) Schedule Update - The consultant shall continuously update the master schedule data base reflecting:

(i) A/E work program schedule, latest update, report and consultant's evaluation.

(ii) Consultant's approved Management Plan and update.

(c) Schedule Diagrams - The Consultant shall issue all schedule diagrams in time scaled format.

(d) Current Schedule - The Consultant shall maintain the master schedule data base with current data and be able to produce any or all of the schedules at any time.

(e) Cash Flow Projection - The Consultant shall produce, as part of the schedule control sub system cash flow projections of funding requirements for execution of the projects.

### **D. Cost Control Subsystem:**

(i) The Consultant cost control subsystem implemented shall be installed on the Project Manager's computer system. The Consultant shall modify as required, implement and maintain the subsystem.

(ii) General requirements - The operation of this subsystem shall provide sufficient timely data and detail to permit the Consultant and PAAET Project Manager to make management decisions regarding the project's budget and financial needs. The subsystem shall be an active cost data base that receives current cost data daily and enables the system to generate reports

or portions of reports either through the computer screen and/or by computer generated printouts. The system must be able to provide and receive current cost data on all elements of the project and provide a current working estimate of parts of or the total project.

- (iii) Report Requirements - The cost control subsystem shall be capable of producing the reports and frequency of reports in accordance with PAAET Requirements.

**E. Financial Control Subsystem:**

- (i) The Consultant financial control subsystem implemented shall be installed on the Project Manager's computer system. The Consultant shall modify, as required, implement and maintain the subsystem.
- (ii) General Requirements - The operation of this subsystem shall provide sufficient data and detail to provide PAAET with required financial data to manage the financial aspects of the project and provide a current financial history file of all aspects of the project.

The subsystem shall be an active financial data base that receives current financial data daily and enables the system to generate reports or portion of reports either through the computer screen and/or by computer generated printouts.

The system must be able to provide and receive current financial data on all elements of the project and provide a current financial history file of parts of or the total project.

The financial control subsystem data base reports must be such that it serve as a basic accounting and audit trail.

- (iii) Report Requirements - The financial control subsystem shall be capable of producing the reports and frequency of reports in accordance with PAAET Requirements.
- (iv) Other Requirements - The Consultant shall also provide the following financial information:
  - (a) Consultant Progress Payments - A monthly invoice printout of the payment due the Consultant based on the approved Management Plan and updates thereto.
  - (b) Books of Account - The Consultant shall provide and maintain books of account as required in this contract and as necessary to supplement the operation of this subsystem.

**F. Other Services:**

In addition to the above services the Consultant shall also provide the following services throughout the life of the project.

- (i) Schedule Services - In addition to the scheduling requirements as listed in "C" above the Consultant shall also provide the following scheduling services.

- (a) Review and evaluate proposed work program schedules progress reports and schedule updates by A/E firms.
- (b) Prepare, in conjunction with A/E, project construction schedule and project scheduling requirements for tender documents of each construction packages.
- (ii) Cost Control Services - In addition to the cost control services requirements as listed in "D" above the Consultant shall also provide the following cost control services:
  - (a) Review and advise PAAET on all cost estimates prepared by A/E firms at various phases of design.

#### 4. DESIGN MANAGEMENT AND REVIEW:

##### A. **General:**

The Consultant shall provide the technical services required to manage, coordinate and review, on behalf of PAAET, the designs being prepared by the various A/E firms retained by PAAET in implementation of the project. In this regards, the Consultant shall plan and coordinate the design efforts the project, ensure that the PAAET building programs are met and that all master planning, design, working drawings, tender documents and specification meet accepted international and local standards and satisfy all requirements of local regulatory authorities. He shall make recommendations with respect to selection of systems and materials, cost reduction alternatives, availability of labour and materials and feasibility of construction.

The A/E firms shall perform their design and submit their documents in accordance with the following:

##### STAGE (1) - Predevelopment Study:

Phase 1 - Collecting and researching the requirement of subject college by Educational consultant.

Phase II - Alternative Concepts

Phase III - Value Engineering.

Phase IV - Selected Concept Development.

##### STAGE (2) - Final Design / Tender Documents

Phase I - Preliminary Design.

Phase II - Final Design and Working Drawings.

Phase III - Tender Documents.

##### B. **Design Management:**

The Consultant shall plan and manage the design effort of the overall project to insure the effort of the various A/E firms is conducted in an orderly timely fashion in accordance with latest schedules. He shall coordinate and monitor the performance of the A/E firms to insure timely submittal and review of all design and tender documents and assist PAAET in establishing an overall schedule for the design and tender document stages of the project to meet the required dates. He shall coordinate the effort of the A/E firms and the PAAET to insure timely receipt of user information and PAAET approvals.

He shall review the performance of all A/E firms for adherence to contractual agreements schedules, report submittals and report any deficiencies to PAAET. He shall review and report to PAAET on all work program schedules, updates and monthly progress reports submitted by the A/E firms.

**C. Design Review:**

The Consultant shall familiarize thoroughly with the design development of all elements of the project, local and international design standards and local regulatory authority requirements and continuously review the design development to ensure that all program requirements are met, all design is performed in accordance with international and local standards and meets the requirements of local regulatory authorities. He shall call to PAAET attention any defects in the design and provide such comments as may be appropriate concerning construction feasibility and practicality.

The Consultant's scope of works shall include, but not be limited to, the following:

- (i) Program Requirements - The Consultant shall assist PAAET in finalizing the PAAET's building program requirements and submit them to the A/E firms and shall coordinate the efforts between the A/E and Users required for the A/E to develop alternative concepts and development of the selected concept. He shall review all designs for adherence to the approved building program and secure required PAAET approval of all design development for adherence to the program requirements.
- (ii) Technical Review - The Consultant shall review all design, tender documents and specifications for completeness and adherence to accepted international and local standards and insure adherence to a local regulatory authority requirements. He shall repress PAAET in so far as review and approval of design, tender documents and specification as required by PAAET to insure adherence to MPW standard. He shall insure that all design, tender documents and specifications are reviewed and approved by all other regulatory authorities and insure the receipt of a building permit by PAAET.

He shall review all design for constructability and advise PAAET of any problems in construction of the facilities as designed.

**D. Tender Documents Review:**

As the A/E completes his work on each bid package for each separate contract, the Consultant shall perform specific tender document reviews thereof, focused upon factors of a nature encompassed in paragraph C above . Promptly after completion of the review, he shall submit to PAAET Project Manager a written report covering action taken by the A/E with respect to suggestions or recommendations previously submitted by the Consultant, additional suggestions or recommendations as he may deem to be appropriate.

- (i) The Consultant shall assist PAAET in preparing invitations for tenders (or requests for proposals, when applicable) for all procurement of long lead items and for separate construction contracts, as per Central Tender Committee Law No. 37, 1964 and subsequent amendments and list of approved contractors.

- (ii) As part of such preparation, he shall review the specifications and drawings prepared by the A/E. Ambiguities, conflicts or lack of clarity of language, use of illegally restrictive requirements, and any other defects in the specifications or in the drawings shall be brought to the attention of the PAAET Project Manager.
- (iii) The Consultant shall prepare all additional forms and provisions, required by applicable statutes, and Government procurement regulations, as will constitute invitation for tenders suitable for reproduction and issuance by PAAET, through the Central Tenders Committee.
- (iv) For each separate construction contract, the Consultant will conduct a pre-bid conference with prospective tenderers. In the event questions are raised which require an interpretation of the tender documents or otherwise indicate a need for clarification or correction of the invitation, the consultant shall assist the A/E to prepare an addendum to the tender suitable for issuance by PAAET through the Central Tenders.
- (v) The A/E responsible for design shall prepare a tender analysis report of tenders received. The Consultant shall review that report and provide his own comments and forward to PAAET Project Manager.

The Consultant shall assist PAAET Project Manager in the preparation of a tender recommendation letter to be issued to the Central Tenders Committee, and provide assistance during final negotiations and preparation of contract documents to be signed by both parties.

- (vi) The Consultant shall assist PAAET in securing Audit Bureau approval of all construction contracts.

## 5. ADMINISTRATION:

### A . **Project Administration:**

- (i) The Consultant shall provide all the administrative staff and all equipment, stationery, office supplies etc. required in the performance of the services by this contract in execution of the project. Yet PAAET reserves the right to second to the Consultant some of the administrative staff needed for their works. This will be negotiated and finalized with the selected Consultant and prior to signing the Contract.
- (ii) The Consultant shall establish and maintain a central filing and document control system for all elements of the project with which he is involved.
- (iii) The Consultant shall review PAAET Project Manager's central filing system and suggest a system that is compatible for the overall project. He shall establish a computerized logging system for installation on PAAET Project Manager's computer for logging of all documents maintained by PAAET.
- (iv) The Consultant shall review PAAET Project Manager's existing computer system (hardware and software) and develop a network based computer system that best serves the needs of PAAET. Consideration shall be given

to compatibility of PAAET software with the Consultant's in particular in the area of word processing and data logging.

- (v) The (P.M.) shall train PAAET Kuwaiti personnel on the various activities and works of the project so that PAAET shall pay to (P.M.) 300 K.D./month of trainee time with the (P.M.) and not exceed three trainees to a lumpsum limit of K.D. 2700 (optional).
- (vi) The Consultant shall train PAAET staff in all systems developed by the Consultant for use by PAAET.
- (vii) The Consultant shall provide PAAET assistance in the maintenance and operation of all computer system and Project Managers and assistance in upgrading or adding new software programs and upgrading or adding hardware systems.
- (viii) The Consultant shall provide messenger service for the delivery expediting and collecting of all documents related to this Contract.
- (ix) The Consultant shall provide translation services for the translation of project related documents. Arabic to English and vice versa.
- (x) The Consultant shall take minutes at meetings chaired by his staff, transcribe the minutes, translate (if required) and furnish copy to each participant.

#### 6. STAFF:

- A. In the event that any of the personnel named in the priced proposal are unable to perform their duties because of death, illness, resignation from the employee, PAAET Project Manager's request for removal, or similar reasons, the Consultant shall promptly submit to PAAET Project Manager, in writing, the name and qualifications of proposed substitutions. No substitutes shall be made without the prior written approval of PAAET Project Manager. Any such approved substitutions shall be made at no additional cost to PAAET.
- B. Repeat failure or excessive delay by the Consultant to provide qualified personnel that meet the stated requirements and are acceptable to PAAET to perform services contracted for may by deemed sufficient reason by PAAET to terminate work under this contract in whole or in part, which termination shall be as provided in the Termination Article of the Agreement.

#### 7. AIR TRAVEL AND AIR FREIGHT:

The Consultant shall comply with cabinet of Ministries Decision No. 21 dated 28 April 1985 and use Kuwait Airways Corporation (KAC) in respect of all airfreight of goods and equipment and all air travel of his staff and labour provided for this contract.

Alternatively, the Consultant may use the national air carrier of the country of origin of the goods equipment, staff or labour. In case the areas not served by Kuwait Airways Corporation or by the national air carrier, the transportation shall be arranged through KAC.

8. FACILITIES:

The Consultant's lump sum price proposal should include the cost for providing all equipment, telephone, telex, tools for performance of the works and consumable supplies for his staff, PAAET will provide only on-site facilities and furnishing (Refer to Item (E) Page 4).

9. TERMS OF PAYMENT:

The Consultant shall be entitled to an advance equal to 10% (ten percent) of the agreed upon lump sum fee against a Bank Guarantee in accordance with standard Contract Agreement. The advance payment will be recovered at the rate of (10%) from the amounts due to the Consultant in subsequent installments until the advanced payment is fully recovered. The remaining fee will be paid in monthly installments over the project period, against submission of invoices verifying previously approved staff assigned to the project and other previously approved direct costs as per the following manner:

A. **Direct Costs:**

Payable against production of documentary evidence such as vouchers invoices, cash receipts, etc and shall also include air travel, subsistence, and equipment, as per this Terms of Reference.

B. **Staff Costs:**

100% of the staff cost against the schedule of deliverables as per format (5D).

10. PERFORMANCE BOND:

The Consultant shall be required to PAAET a Performance Bond equal to 10% of the agreed upon lump sum fee and in accordance with standard Contract Agreement.

11. FORM OF AGREEMENT:

The Form of agreement include specific project management services, as per the TOR requirements. The agreement shall be between the Public Authority for Applied Education & Training and the joint venture of international and local firm(s) to be presented as a single legal entity.

## **Construction Management Optional**

١. The Authority is under no obligation to engage the PM Consultant for Construction Management Services; however subject to satisfactory performance the PM Consultant shall be given first consideration.
٢. The PM Consultant shall submit a Staff Rate for each CM Member for the performance of Construction Management Services in his Financial Proposal.
٣. The minimum Construction Management Staff Members requirement is as follows:
  - Project Executive
  - Executive Secretary
  - Project Control Manager
  - Administration/Contracts Manager
  - Construction manager
  - Senior Superintendent
  - Field Engineer
  - Field Engineer MEP
  - Senior Scheduler
  - Senior Quantity Surveyor
  - Junior Quantity Surveyor
  - Systems Analyst/IT Engineer
  - Procurement Engineer
  - Document Controller
  - Senior Structural Engineer
  - Senior Architect
  - Senior Electrical Engineer
  - Senior Mechanical Engineer

### TIME PROGRAMME FOR ALL THE PROJECTS

DESCRIPTION	DURATIONS																														
	YEAR 1												YEAR 2												YEAR 3						
	MONTHS												MONTHS												MONTHS						
YEARS	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	
Al-Jahra Campus (Technological, Commercial, Health Science, Basic Education)																															
Tourism Institute for Boys																															
Tourism, Beauty and Fashion Institute for Girls																															
The Extension of the Electricity and Water Institute																															
Classrooms and laboratories for the College of Technological Studies																															
College of Health Sciences - Boys																															

