



FOCUS

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Institute of Quantity Surveyors, Sri Lanka
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Magazine Highlights

Quantity Surveyor's Role in the
Economic Revival of Sri Lanka:
Leveraging Business Acumen and
Commercial Management for Development

Messages from the President,
Vice President, and Secretary

Reports of IQSSL Board Chairpersons

IQSSL Estimating Guide

Achieving Sustainable Construction
through Collaboration

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Table of Contents

AGM Introductory Article	4
Governing Council of IQSSL 2022/2023	5
Annual Forum 2023 Flyer	5
Theme Article - Quantity Surveyor's Role in the Economic Revival of Sri Lanka: Leveraging Business Acumen and Commercial Management for Development	6
Message from the President	14
Message from the Vice President	15
Message from the Secretary	16
Estimating Guide	17
Report of the Chairperson - Professional Affairs Board	24
Report of the Chairperson - Membership Affairs Board	25
Report of the Chairperson - Board of Quantity Surveying Education and Training	26
Report of the Chairperson - Board of Quantity Surveying Publications	27
Report of the Chairperson - Public Relations and Welfare Board	28
Report of the Chairperson - Financial Affairs Board	29
Achieving Sustainable Construction Through Collaboration	30
IQSSL Board and Subcommittee Members	33
New Associate Members March 2023	35
IQSSL Membership Subscription Form	37

IQSSL Focus
E-Magazine

Annual General Meeting and Annual Forum 2023

The Annual General Meeting and Annual Forum 2023 of the Institute of Quantity Surveyors Sri Lanka (IQSSL) are scheduled to be held on the 25th and 26th of August, 2023, respectively. The Governing Council of the IQSSL has planned the AGM to be held at the Golden Rose Banquet, Boralesgamuwa, on the 25th of August, 2023, from 4:00 p.m. onwards, and the Annual Forum in a virtual setting through the Zoom Platform on the 26th of August, 2023, from 3:00 p.m. onwards. All the members of IQSSL around the globe are invited to join the Annual Forum via the virtual platform.

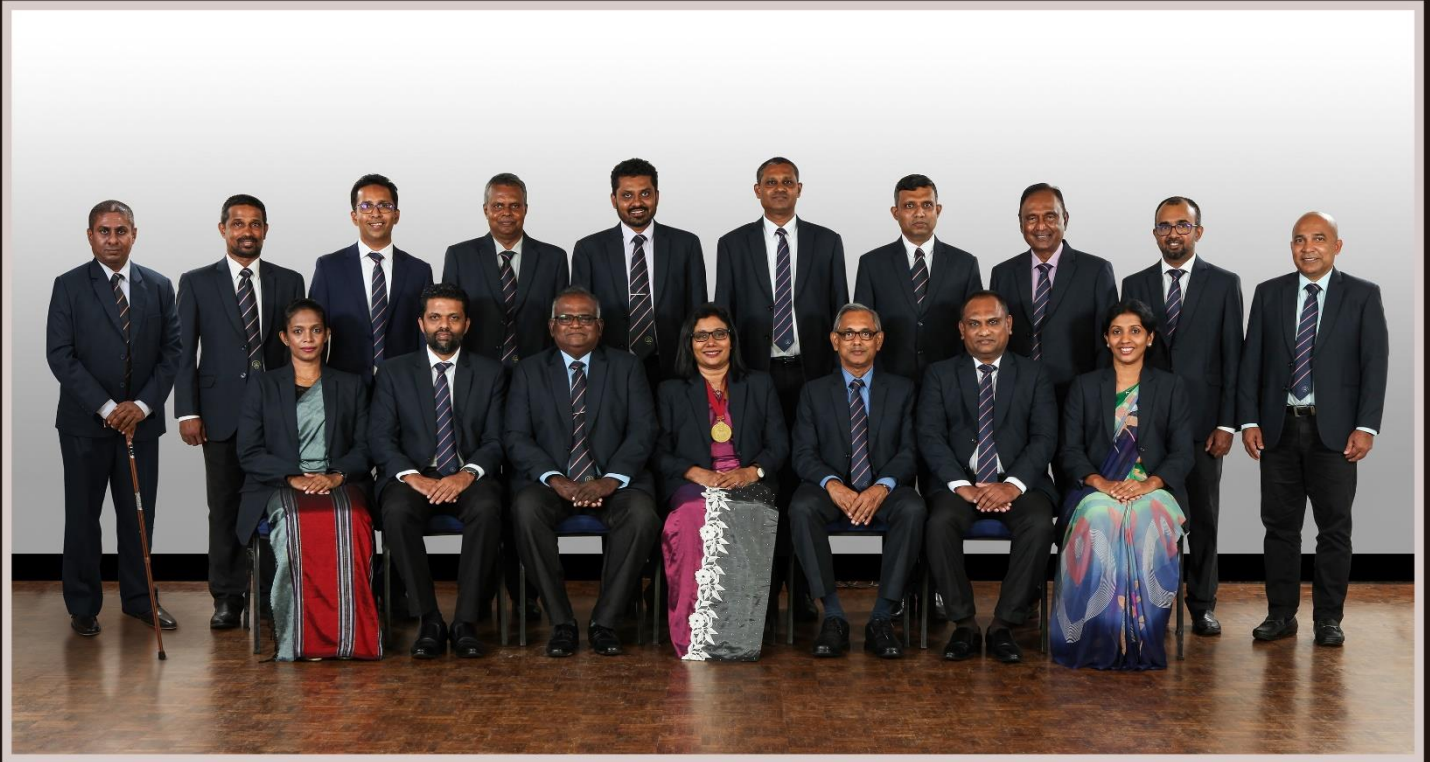
“Quantity Surveyors Role in the Economic Revival of Sri Lanka: Leveraging Business Acumen and Commercial Management for Development”, has been set out as the theme for this year’s Annual Forum. In light of Sri Lanka's prolonged struggle to extricate itself from the ongoing economic crisis that has persisted since 2021, it has become imperative for the construction industry itself to undergo a revival. A prudent strategy for strengthening the industry’s journey towards economic revival involves fostering a culture of robust commercial management and astute business acumen within the construction sector. Given the competencies and comprehensive skill sets inherent to Quantity Surveyors, they are uniquely equipped to infuse a commercial orientation into construction projects, blending their profound expertise with an innate flair for business acumen. In this setting, the planned hybrid setting will pave the way for a productive discussion in this realm.

This year's keynote speaker is Mr. Hiran Cooray, Chairman, Jetwing Symphony/Lighthouse Hotel PLC. He was elected President of the Tourist Hotels Association Sri Lanka (THASL) from 2005-2008 and from 2014-2016. He also served as a Board Member of the Sri Lanka Tourism Development Authority (SLTDA) and the Sri Lanka Tourism Promotions Bureau (SLTPB). His passion for sustainable tourism makes him a sought-after speaker within his motherland and around the world, and his valuable thoughts will be helpful to unleash the potential of Quantity Surveyors in the area of Commercial Management.

In addition, Mr. Sathyananda, the Secretary to the Ministry of Urban Development and Housing, will grace the Annual Forum as the Guest of Honor. It is invaluable to share the thoughts of a senior administration personality who has been serving for more than 20 years in various governmental positions and also as a person who has in-depth knowledge of the current economic situation of Sri Lanka and its future trends and potentials.

Ch.QS Lalantha Amarasekara, Director and General Manager of QSERVE, Qatar, who has over 20 years of experience in the fields of Quantity Surveying and Project Management in the UAE as well as Sri Lanka; Ch.QS Don Leelarathna, Director, Project Cost Management Group Australia; and Ch.QS Chamil Rajapaksha, Associate Director, Gleeds, Dubai, UAE, will join as panel members of the 2023 Annual Forum to share their views on this year’s theme from both local and global perspectives.

Governing Council of Institute of Quantity Surveyors Sri Lanka - 2022/2023



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Standing (Left to Right)

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KEYNOTE SPEAKER



Mr. Hiran Cooray

Chairman
Jetwing Symphony/
Lighthouse Hotel PLC

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ANNUAL FORUM 2023

**QUANTITY SURVEYOR'S ROLE
IN THE ECONOMIC REVIVAL
OF SRI LANKA:
LEVERAGING BUSINESS ACUMEN AND
COMMERCIAL MANAGEMENT FOR DEVELOPMENT**

26TH AUGUST 2023
FROM 3.00 PM (GMT+5.30)
ONWARDS VIA ZOOM



Quantity Surveyor's Role in the Economic Revival of Sri Lanka: Leveraging Business Acumen and Commercial Management for Development

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1. ECONOMIC REVIVAL: AN OVERVIEW

A country's economic condition is a key indicator of the wealth that it gains from industry and business. The economic condition of a country moves through four stages called expansion, peak, contraction, and recovery in a cyclical pattern called the "economic cycle". GDP, interest rates, the unemployment rate, and consumer expenditure are the determinants of the current phase of the economic condition of a country. Economic revival denotes a phase within the business cycle subsequent to a recession (Logue, 2022) and is characterized by an extended period of improving company activity. As the economy rebounds, interest rates decline, the gross domestic product increases, the unemployment rate declines, and income increases. Moreover, during periods of revival, production increases to meet increased consumer demand, business growth, employment, income, and GDP also increase (Britannica Money, n.d.), which in turn causes stock values to rise.

Due to policy mistakes and pre-pandemic macroeconomic vulnerabilities, Sri Lanka was already in a precarious position when the economic crisis began in 2021. In other words, this is a situation that has resulted from years of fiscal deficits, current account deficits, a large public sector, declining tax revenues, and price subsidies. However, it is believed that Sri Lanka as a nation is currently emerging from recession and beginning to experience economic growth. The Asian Development Bank has predicted that Sri Lanka's economy will start to slowly revive in 2024, demonstrating the aforementioned (Ralph, 2023).

However, the World Bank (2023) reports that resolving a crisis of this magnitude will be very difficult and will require a bold and credible reform plan to avoid a prolonged crisis and address the core causes of the current economic issues. The Sri Lankan government has been in talks with multilateral and bilateral creditors during this time, restructuring debt payments. To protect against financial mismanagement and corruption, it is very important to adopt policies and reform laws to promote openness in the use of public funds and foreign loans.

1.1. The efforts and strategies needed for the economic revival of Sri Lanka

Sri Lanka still has a long way to go before it can emerge from the crisis, which has been building for a while (The Diplomat, 2022). Using tactics is crucial for moving towards economic resurgence. In such a situation, the government's participation is crucial to propelling the nation out of recession and towards growth. To secure an economic recovery, Sri Lanka needs to make several crucial policy decisions. In order to address the current issues, such as the lack of foreign currency and the debt burden, the respective government authorities shall prioritise the strategies described below.

In order to stabilise the macroeconomic environment with stable currency rates and a low inflation rate, it is necessary to establish solid fiscal policies, including better tax and expenditure policies. This can be accomplished by effectively coordinating and aligning monetary, trade, and fiscal policies.

Accordingly, through the rationalisation of overhead costs and ongoing expenses as well as sub-national budgetary coordination, cost-cutting initiatives must be undertaken.

The Sri Lankan government will take advantage of the recession to address issues such as regressive subsidies and restricting State Own Enterprises (SOE's), among other things. In reality, the government should set up a system of financial loans for small, medium, and large businesses in order to boost output and make businesses more competitive in the export market while also bringing in more foreign exchange.

In support of the aforementioned, the government must publish laws, legislative frameworks, and regulations, as well as establish supportive policies, to create a secure and convenient business climate in order to attract foreign investors to Sri Lanka. However, in order for civil society and professionals to have any influence, it is a prerequisite that law and order must be maintained as they should be. Consequently, there would be a large number of job openings, which would lower the unemployment rate and increase citizens' spending power. Additionally, adding value and using technology after productivity-driven expansion would increase sustainability over time (Weerasekara, 2020). Moreover, professional institutions should go above and beyond what is already being done in order to engage the public and policymakers in the resurrection of the economy. Prior to procurement, all public projects should be assessed to determine their viability and acceptability.

In addition to that, the government shall concentrate on agriculture as a means of achieving food security, generating employment, and saving foreign currency for food imports. Accordingly, plans must be in place for the country to be self-sufficient in rice and other necessary primary foods. Further, successful harvests will support economic diversification and help lower inflation.

Social adjustments must be implemented in addition to political reforms and business-related environmental changes. Therefore, it is important to draw lessons from the past and understand what policies failed, what problems happened, what mistakes and adverse impacts of corruption occurred, and who was responsible, etc.

Accordingly, repetition errors would be reduced, new ideas would be generated, and the general population would be inspired to push the county towards economic prosperity.

1.2. Contribution of the construction industry for the economic revival of Sri Lanka

The construction industry in Sri Lanka is typically one of the country's biggest GDP contributors and employment generating economic sectors. However, 2022 saw a steep decline in foreign currency reserves, mounting debt, and increasing weakness in Sri Lanka's tourism sector. This alarming situation, paired with the extremely turbulent political environment, served to limit the spending allocated on construction projects in 2022.

In order to contribute to the economic revival, the construction industry should be more concerned about minimizing remodelling of existing cities, and the focus should be pivoted towards building new, more sustainable cities to reduce commuting and pollution. Moreover, basing these projects on public-private partnership business models can empower both the private and public sectors of the economy. Public-private partnerships for public sector projects can facilitate the economic revival of public projects and thus help the economy.

Furthermore, a massive cultural change will be necessary to combat the crisis within the construction industry. The construction sector is famously one of the most corrupt sectors of the economy, with the potential for ill-intentioned parties to reap massive benefits through tweaks and changes in project values. Stern legal measures must be implemented along with the practice of hard-core ethics to track and prevent corruption. Resource duplication must also be avoided through effective waste management strategies. The use of recycled materials should be regulated with the aim of encouraging and building a culture of effective resource utilisation within the construction industry.

Finally, construction-related small businesses must be promoted through government incentives, tax incentives, and social welfare measures.

Thus, the construction industry must revive itself in order to effectively facilitate the revival of the Sri Lankan economy. Promoting the entrepreneurial spirit of the general public, particularly in terms of construction, is another reliable means of strengthening the economy. The technology, construction methods, and knowledge will eventually advance on their own in due course. However, to spark an economic rebirth and fully utilise the ever-advancing technology and knowledge, a significant cultural shift is imperative within Sri Lanka.

2. COMMERCIAL MANAGEMENT

2.1. Commercial management of the construction industry: An overview

Executing construction projects is a prevalent and increasingly adopted practice in project-based businesses, serving as a means to implement the commercial strategy of an organisation (Linkoaho, 2020). Similar to other industries, the construction sector aims to maximise profitability, market opportunities, and overall revenue generation. Consequently, one of the pivotal aspects of any commercial construction project lies in its Commercial Management. Commercial Management, as defined by It (2021), encompasses the identification and development of business opportunities, as well as the profitable oversight of projects and contracts from inception to completion. Within the project-based industry, Commercial Management plays a crucial role in establishing the link between project-level operations and the core organisational functions. Due to the distinctive character of the construction business, decision-making plays a key role. Therefore, the Commercial Management interface facilitates decision-making at organisational and project levels (Linkoaho, 2020). Together with all relevant stakeholders, the Commercial Management team diligently monitors the progress of the construction project to ensure its ongoing financial viability. This enables the entire team to make necessary strategic adjustments in the event that costs exceed the initial forecast. Typically, Commercial Management is predominantly employed in the construction sector for large-scale projects rather than medium- or small-scale endeavours.

Within the Sri Lankan context, there is a noticeable scarcity in the adoption of Commercial Management practices in construction projects. However, Commercial Management promotes cost efficiency, mitigates associated risks, facilitates financial planning, and generates economic benefits. Hence, for the development of the construction industry and the contribution to the economic revival of Sri Lanka, the systematic and organised application of Commercial Management is pivotal.

2.2. The key aspects / components / activities involved in commercial management in the construction industry

Commercial Management applies primarily during both the pre-contract stage and the post-contract stage. Commercial managers critically assess client requirements during the pre-contract stage, considering elements like feasibility, stakeholder involvement, risk assessment, and financial capability. Client requirements may include budget constraints, end-user requirements, time constraints, design constraints, and more. All such analyses and evaluations serve as the foundation for creating a thorough cost plan that takes into account all aspects of the project, including design, building, operation, and maintenance. The bidding/tendering stage is another crucial event in a construction project where Commercial Management plays a central role. That is because conducting commercial valuations for the submitted tenders, maintaining fairness and transparency during the evaluation process, and selecting the most suitable contractor are carried out under the governance of commercial management.

During the post-contract stage, Commercial Management is applied in the following areas of construction projects: negotiations, financial decisions and planning, cashflow management, business developments, risk management, contract administration, variation management, change management, dispute resolution, procurement, safety administration, value management, communication, payment application preparation, legal matters administration, and program management.

Accordingly, Commercial Management can be defined as a discipline concerning issues relating to the relationship, risk, contract, and financial management of construction projects (Linkoaho, 2020).

2.3. The suitability of Quantity Surveyors to perform the role of Commercial Managers in the construction industry

The professional responsible for managing the detailed components related to project costs is known as a Quantity Surveyor. Their involvement in the project begins at the conceptual design stage and extends until project closeout. The Quantity Surveyor assumes the role of a financial manager, providing meticulous financial control over projects. They possess a comprehensive understanding of a project's financial arrangements, possess the necessary skills to operate within financial constraints, and demonstrate commercial awareness.

The Commercial Manager focuses on maintaining the balance of the project in terms of cost, quality, and timely delivery, and not only the financial aspects of the project. The Commercial Manager is an expert in overseeing project stakeholders, tendering processes, exploring potentially profitable areas of interest, and analysing growth and development opportunities (Indeed Editorial Team, 2022). The primary duty of the Commercial Manager involves a thorough analysis of all project aspects, encompassing quality, quantity, and timeline, to ensure the project remains within budgetary constraints. Therefore, a successful Commercial Manager must possess excellent knowledge and experience in project expenses, risk assessment and mitigation, financial management, compliance with laws and regulations applicable to the built environment, bidding procedures, human resource management, and evaluation of project progress.

In summary, the Commercial Manager should be a technically proficient professional with expertise in construction-related practices. The aforementioned roles and responsibilities of the Commercial Manager align with the Quantity Surveyors' competency areas.

Accordingly, it is evident that Quantity Surveyors are the best-suited professionals in the construction industry to perform as the Commercial Manager of the project.

3. BUSINESS ACUMEN

3.1. Role of business acumen in the construction industry

The term 'Business Acumen' can be defined as having the skills to use one's extensive knowledge and meticulous understanding of a particular business to provide the best solution for the profitability and sustainability of that business (Currence, 2017). Haines (2019) describes Business Acumen as a portfolio of characteristics employed by successful and productive business people. However, this trait encompasses more than a simple skill set pertaining to business management. Rather, it is the combination of theoretical knowledge paired with a commercial sense, a positive attitude, an appetite for continuous professional development, and creativity. To develop one's Business Acumen also means to be sensitive to the business environment and economic outlook when taking strategic decisions. A highly developed sense of Business Acumen allows one stakeholder to be empathetic towards another stakeholder and broaden their goals beyond personal gain. Business Acumen typically manifests through a series of steps: "Look -> See -> Do -> Get", where the insight with which business situations are viewed results in how problems and opportunities are identified, which in turn affects the way in which solutions are executed and ultimately leads to the success or failure of those measures. When executing a certain task, depending on the level of Business Acumen one possesses, the decisions taken as well as the results obtained will inevitably vary. It is likely that many successful business executives and experts in their respective professions have already mastered this skill without even knowing what to call it. The intuition that a professional possesses in their field can also be indicative of their level of Business Acumen. However, this so-called 'gut feeling' is not a natural gift but rather one that must be cultivated and developed over time through a mix of skills, training, and experience.

Therefore, Business Acumen, although sometimes described as an ability, is in actuality a set of skills that can be improved over time, enabling one to make effective business decisions.

In the context of the construction industry, the skills of a fully-fledged Project Manager can be equated to Business Acumen. Understanding the client's business, ultimate objectives, and anticipated business outcomes are all crucial components of project execution, and it requires well-developed Business Acumen. As a result, Business Acumen is becoming acknowledged as a quality that distinguishes real business specialists across a variety of professions. Similarly, Business Acumen is vital for the construction industry as well, so that the perspectives of all stakeholders within the value chain can be understood, leading to enhanced project harmony, the implementation of fair terms and appropriate procurement strategies, fast resolution of conflicts, and timely project delivery. As discussed previously, Business Acumen also brings about the foresight and intuition needed to make the best possible business decisions. In the context of Sri Lanka, construction companies should have been proactive in creating long-term strategies to adapt to the economic crisis. Whether it means expediting the ongoing projects, pivoting to a different vision, or halting construction altogether, an organization operating with Business Acumen would have predicted the challenges to be faced and decided on the most suitable course of action ahead of time; thereby, dedicating a keener focus on Business Acumen within construction organizations would be a worthwhile strategy to develop the industry.

3.2. The level of business acumen of Quantity Surveyors

The unfortunate case in Sri Lanka is that while a good many construction professionals possess the technical proficiency and knowledge of construction, they significantly lack good business skills. Quantity Surveyors are an exception to these circumstances, as the level of Business Acumen seen in Quantity Surveyors is remarkable. Yet, a sizable segment of Sri Lankan Quantity Surveyors

tends to occupy the roles of drafters, interpreters, and measurers rather than actively engaging in project decision-making. This emanates from long-held traditions in the Sri Lankan industry, where the QS's role is often subdued. There is a higher focus on the immediate profitability of a project than its long-term sustainability and social welfare. With Business Acumen, a Quantity Surveyor with a broader understanding of business management possesses the sense and attitudes that allow them to understand and empathize with other stakeholders and act accordingly to produce win-win situations. It is worthwhile to investigate if there are country-specific barriers that are preventing or discouraging young professionals from developing an adequate sense of Business Acumen. For example, in Sri Lanka, there is still a culture that carries a skewed perspective that discourages entrepreneurship, identifying it as either an unnecessary risk or a trajectory towards corruption.

3.3. The effect of education on the business acumen of Quantity Surveyors

The construction industry requires graduate Quantity Surveyors who demonstrate a strong work ethic, holistic development, and a good propensity to learn and grow fast. Students who develop their Business Acumen are able to gain a sharp awareness of the business environment, thus demonstrating their interest and commitment to potential employers (Jewell et al., 2019). Quantity Surveyors who are educated in a course with an all-encompassing curriculum that contains technical subjects as well as business-related subjects will find it significantly easier to develop Business Acumen with time and experience. Well-organized educational coursework inculcates business values, principles, and ethics within the students and brings about the development of entrepreneurial spirit.

If one factor is to blame for how little effort is being made to teach entrepreneurial skills to undergraduates, it is the negative outlook that most Sri Lankans have towards entrepreneurship. However, given the proper foundation, Quantity Surveyors have the greatest potential for acquiring Business Acumen, particularly because they have the most use for it within the project environment.

That being said, while a solid educational background would undoubtedly benefit a Quantity Surveyor's development of Business Acumen, it does not imply that it is the sole factor affecting the level of Business Acumen in Quantity Surveyors. Education is only able to set a foundation upon which students can improve their business skills as they earn practical experience within the industry.

3.4. The use of business acumen by Quantity Surveyors in commercial management of the construction industry

Construction industry projects are executed within stringent timeframes, with limited budgets, and with high expectations for quality. Hence, achieving a harmonious balance among these three aspects is crucial, and Commercial Management plays a significant role in influencing professionals to strike this equilibrium. In order for Quantity Surveyors to perform as commercial managers in the construction industry, it is crucial to have a coherent understanding of the business environment so that the timeframes, budgets, and quality of projects can be aligned with the desired outcomes. Throughout the journey of a construction project, starting from its initiation to the completion stage, various project stakeholders contribute their ideas and opinions. It is imperative for a Quantity Surveyor to comprehend the desires, constraints, expectations, objectives, and requirements of each party involved so that they can offer insightful advice throughout the project life cycle. Additionally, the Business Acumen of Quantity Surveyors could make an effort to build effective communication channels between the various stakeholders in order to promote goodwill and reduce the likelihood of conflicts.

As a result, the construction industry gains a number of advantages through the immense contribution of the Business Acumen of Quantity Surveyors to the Commercial Management of construction projects. By locating opportunities for cost savings, reducing project overruns, and putting value engineering exercises into practice, it aids in cost optimisation. Similarly, Quantity Surveyors are adept at financial analysis, monitoring project costs, and producing reports that provide stakeholders with accurate and timely information.

Their Business Acumen enables them to interpret financial data, identify trends, forecast future costs, and assess the financial health of a project. This information is crucial for making informed decisions and implementing appropriate cost-control measures. Additionally, the application of the Business Acumen of Quantity Surveyors to Commercial Management improves project productivity by reducing the processes for contract administration, procurement, and change management. Moreover, Commercial Management persuades project professionals to create strategies to bring more economically sound design proposals, construction technologies, and profitable project proposals for construction, as well as to use sustainable materials for the purpose of enlarging infrastructure facilities and attracting tourists to boost the tourism industry, bringing more foreign currency and foreign funds for the economy's further development. Additionally, acknowledging Commercial Management promotes a competitive business environment for the construction sector while ensuring project profitability relative to costs.

The facts and evidence already presented above make it evident that the Business Acumen of Quantity Surveyors could play a central role in improving Commercial Management aspects of construction projects, which ultimately helps the country's construction industry prosper and the economy recover.

3.5. The areas to be improved by the Quantity Surveyor in the application of business acumen while performing as a Commercial Manager

A Quantity Surveyor, as a skilled professional in the industry, possesses numerous skills such as measurement skills, valuation skills, numerical skills, procurement skills, documentation skills, and other technical skills (Arowoiyi & Akinradewo, 2021). However, Quantity Surveyors would experience a lack of opportunities to demonstrate Business Acumen when they expanded their professional scope to include Commercial Management.

There is significant importance placed on communication, analytical thinking, managerial

aspects, interpersonal skills, and negotiation skills among the Quantity Surveyors, thereby enhancing their ability to influence management bodies.

It is also to be noted that because of the high focus on gaining technical skills instead of a holistic approach to construction, some may hold a narrow point of view, thus finding it difficult to assess the 'big picture' of a project. Furthermore, in serving as commercial managers, Quantity Surveyors shall exhibit more proficiency in strategic decision-making. A Quantity Surveyor must, therefore, gain a deeper understanding of market dynamics, risk management, and business strategies. Upon close inspection, each of these knowledge areas will connect to the function of a Quantity Surveyor. For example, human resource management facilitates teamwork, while understanding business as a philosophy enhances project governance capabilities.

In light of economic crises and the increasing focus on sustainable construction practices and modern technologies in the industry, Quantity Surveying professionals should enhance their knowledge and competencies related to carbon emissions, green building concepts, and modern construction technologies.

Considering all the aforementioned facts, it is high time that Quantity Surveyors' skills and knowledge are more effectively utilized in the industry. Quantity Surveyors with enhanced skills, traits, and knowledge can perform the role of a Commercial Manager more effectively. This will contribute to the economic growth of the country and the development of the construction industry simultaneously.

3.6. Using the business acumen of Quantity Surveyors for the development of the construction industry and economic revival in Sri Lanka

Bernold and AbouRizk (2010) argued that the success of a business does not depend solely on the quality of a product but also on a continuous increase in productivity to retain its competitiveness. Similarly, professionals cannot hope to remain stagnant even after acquiring

extensive qualifications; continuous professional development is a necessary practice. This is a vital factor for Quantity Surveyors to grow their Business Acumen.

Misguided and poorly thought-out economic policies over a period of decades are largely to blame for the ongoing economic crisis in Sri Lanka. In Sri Lanka, there is tremendous societal pressure that heavily discourages change. Younger generations are taught not to challenge boundaries but rather to enforce them further. In order to effectively use the Business Acumen of Quantity Surveyors, a large cultural change is also necessary if it is to have any effect on the economic revival of Sri Lanka. Quantity Surveyors must develop the ability to understand project objectives with the engagement of multiple parties and their business objectives while also safeguarding the public interest and adhering to professional ethics. As a Quantity Surveyor, limiting oneself to the role of a cost manager, measurer or an estimator in a project is a great waste of potential and the Business Acumen skills that accumulate naturally within Quantity Surveyors. In Sri Lanka, it is vital that the role of a Quantity Surveyor be merged with the Commercial Management aspects of a construction organization. Quantity Surveyors with extensive knowledge, international exposure, and Business Acumen could facilitate the creation or amendment of national policies related to construction. If Quantity Surveyors are placed in a position where their knowledge and experience can be brought forward, they will exhibit great potential for improving the current economic status of Sri Lanka.

Further, leadership positions can be redefined to include Quantity Surveying professionals who possess Business Acumen. Most prominently, an internal change is necessary where Quantity Surveyors must start envisioning themselves as business leaders within the construction sector rather than merely cost managers. To transform the Quantity Surveying culture into a culture of Commercial Management, starting with university coursework reforms, Quantity Surveyors should understand how much of an impact their individual actions have upon the project and the construction industry as a whole.

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Message from the President

Ch.QS Prof (Mrs.) Kanchana Perera

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President - Institute of Quantity Surveyors, Sri Lanka

It is with great pleasure that I send this message as the outgoing President of the IQSSL on the occasions of its AGM and Annual Forum 2023.

Our theme this time is "QS's Role in the Economic Revival of Sri Lanka: Leveraging Business Acumen and Commercial Management for Development."

During the past two years, Sri Lanka has been amidst a grave economic crisis, the worst financial calamity the country has faced since gaining independence from Great Britain in 1948. This situation resulted from many years of fiscal deficits, current account deficits, a large public sector, declining tax revenues, and price subsidies. Fortunately, as a nation, Sri Lanka is now emerging from recession and beginning to experience economic growth. The country must make several crucial policy decisions to secure economic recovery, and it is essential to establish supportive policies to create a stable and convenient business environment to attract foreign investors to Sri Lanka.

Sri Lanka urgently requires radical economic reforms to release and emancipate its people. The country should move toward an export-oriented economy to address the current issues, which necessitate proactive changes in many sectors and strengthening the rule of law to combat corruption and improve transparency and public accountability. All these new reforms will directly impact the construction industry, which is typically one of the country's most significant GDP contributors and employment-generating economic sectors. Thus, the time is appropriate for the construction industry to think afresh and make a new beginning and a determined attempt to follow novel construction trends.

Quantity surveyors have a vital role to play during the economic revival of Sri Lanka as key construction professionals. One of their prominent roles is to advise on the best use of resources in construction economics. Quantity surveyors should be sensitive to the business environment and economic outlook when making strategic decisions, which is known as "business acumen". However, business acumen is not duly recognised in Sri Lanka, especially as a Quantity surveyor's skill. The Quantity Surveyor's role is ideal for channeling the skills and competencies of a good businessperson into a construction project. Their business skills would help to make financial decisions in a project, identify the strategies that would affect the profit or loss of a project, and in essence, govern the entirety of the project itself.

In addition, Quantity surveyors are in a unique position where they can handle commercial management of projects. Hence, they must immerse themselves in strengthening the foundation set through the education by actively seeking knowledge to develop business acumen to take up this role successfully.

Generally speaking, construction professionals have an essential role during this Economic Revival of Sri Lanka to lead the country to a new beginning. Therefore, raising awareness of a QS's Role in the Economic Revival of Sri Lanka is vital, particularly emphasising business acumen and commercial management for development.

I take this opportunity to thank all Governing Council Members, Members of the College of Past Presidents, Board Members, Corporate Members, all other IQSSL members, IQSSL staff, and the stakeholder organisations of the construction industry for their continuous and valuable support extended to IQSSL. I wish them a safe and very successful future. I sincerely hope for great success at the Annual General Meeting and the Annual Forum.



Message from the Vice President

Ch. QS Indunil Seneviratne

BSc. (Hons) QS, MSc. (Construction Management) USA, FIQS.SL
Vice President - Institute of Quantity Surveyors, Sri Lanka

I consider myself privileged to provide this message on the occasions of the IQSSL's Annual General Meeting 2023 and Annual Forum 2023.

Over the years from its inception in 1983, IQSSL has witnessed growth in membership and recognition among the industry stakeholders in Sri Lanka. The invaluable contributions made by current and the past governing council members representing IQSSL at various industry forums have to be highly appreciated. Personally, to me it had been a challenging, fulfilling and enjoyable experience serving IQSSL as Honorary Secretary, Honorary Treasurer and at present as the Vice President.

In the recent past, Sri Lankan economy had been adversely affected by shocks stemming from local and global events. Deadly Easter bomb attacks in 2019, Covid-19 pandemic in 2021, foreign currency shortages starting from 2021 and shocks emanating from the Russian Federation's invasion of Ukraine had a negative crippling effect on the Sri Lankan economy. This resulted in suspending repayment of foreign loans and subsequent restrictions on imports. The Sri Lankan construction industry suffered immensely. Sri Lanka's export growth is likely to remain weak in 2023 with the global economic growth slowing down. Very high inflation, unprecedented price escalations and high interest rates have forced many construction

related businesses to suffer financially and has also eroded their competitiveness both in local and foreign projects. Underemployment and unemployment has forced skilled workers including the Quantity Surveyors to migrate.

The International Monetary Fund (IMF) is lending Sri Lanka \$3bn to help dealing with its worst economic crisis in its history as an independent island nation. However, the IMF has also forecasted that Sri Lanka's crisis-hit economy is likely to resume growth in 2024 after contracting by 3% in 2023. Forecasted economic growth is at 1.4% for 2024. The main question is, does the Sri Lankan construction industry have the resilience to re-emerge? We may have to rely on the foreign construction businesses in the path to recovery. However, I believe that Sri Lankan Quantity Surveying profession will have faster reemployment opportunities back in Sri Lanka once economy starts recovering. Acquiring new skills and gaining experiences in foreign projects would be targets in the current situation for professional development. IQSSL would be in the forefront representing and aiding the Sri Lankan Quantity Surveyors in archiving these targets.

I sincerely hope that the IQSSL members and the construction businesses will begin to flourish again in the very near future.



Message from the Secretary

Ch. QS Tilanka Wijesinghe

BSc. (Hons) QS, PG. Dip in Project Mgt, FIQS.SL

Secretary - Institute of Quantity Surveyors, Sri Lanka

It is with great pleasure that I write this message on the occasion of Annual General Meeting (AGM) 2022/2023 of IQSSL.

Notwithstanding the detrimental impacts inflicted by the financial crisis on the construction industry, the Governing Council and the Boards of IQSSL managed to achieve a reasonable progress during the last year for the betterment of the country, industry and the membership. IQSSL managed to conduct 8 CPD events within the year in disseminating vital and up to date knowledge to the members and to the industry at large. Despite the limitations, IQSSL managed to organise several member gatherings in discuss and formulate the solutions to the latest challenges faced by the members.

Most importantly, IQSSL maintained and kept on expanding the global mobility of its members through the mutual recognitions with various international professional organisations. Latest addition to this is the reciprocity agreement with Royal Institute of Chartered Surveyors (RICS). IQSSL also revalidated the existing reciprocity agreements with NIQS and AIQS while the discussions are underway for extending the reciprocity agreement with CIQS. IQSSL CPD programme is accredited by the International Cost Engineering Council (ICEC) and therefore, the corporate members of IQSSL who updated the CPD compliance can use the post nominals "ICECA" with the consent of IQSSL.

Eight CPD sessions and two roundtable discussions were conducted during the year. These CPDs were conducted on highly up to date and relevant topics, thereby yielding in higher participation. The March APC session was held successfully with the APC interviews were scheduled in two legs in March and April due to the recorded highest ever number of applications in a single APC. The August APC is currently in progress again may require two sessions of interviews due to the high number of applications. The Graduate Membership Qualifying Examination (GMQE) conducted in February 2023 also rerecorded the highest number of applications in a single GMQE session.

IQSSL maintained a higher level of interaction and collaboration with national level institutions and allied professional bodies with active participation in many committees and forums. Meanwhile the institute is also involved with highly fruitful discussions with the respective ministries, departments and delegates in finding solutions to the prevailing issues faced by the members, especially in public sector and in applying for overseas jobs.

Within the year, the IQSSL managed to formulate and publish several standard documents, including the template for Instructions to Bidders, Guide for Preamble Notes, Guideline to Ascertain the Capabilities of QS Firms, Simplified Fee Structure for Pre-contract QS

Engagement and the Criterion for Recognition of Quantity Surveying Diploma Programmes.

Achieved a significant progress in materialising the IQSSL ACT amendments those were approved by the membership in restructuring the membership categories in preparation for the proposed Quantity Surveying Registration Board to face the future challenges. All the procedures are full filled, and arrangements are made to present the proposed changes in the parliament as a private proposal of a member of the parliament.

Within the year, IQSSL strengthened its collaboration and involvement in the USAID Efficient and Effective Justice project to promote Commercial Mediation as a viable ADR process in Sri Lankan construction industry. Arrangements been made to conduct a mediation training programme exclusively for the IQSSL members. IQSSL took the initiatives in developing a standard form of sub-contract suit to the Sri Lankan context under the same collaboration.

Secretary's detailed report and the reports by the respective board chairs deliberate more on the progress achieved within the year 2022/2023.

This year's AGM is planned to be held on the 25th of August 2023, physically at the Ballroom - 2 of the Golden Rose recreation complex at 261, Maharagama Road, Boralesgamuwa, Sri Lanka. The Annual Forum to be conducted virtually via Zoom platform on 26th August 2023, on the theme of "QS's Role in the Economic Revival of Sri Lanka: Leveraging Business Acumen and Commercial Management for Development". I hope that the forum will generate a fruitful discussion in realising the importance of bringing in greater objectivity and rationality to the investment decisions supported with the appropriate professional inputs.

I wish all the IQSSL members, stakeholders, and the public for better years in going forward with corporative and coordinated efforts towards the economic revival of the country.

INSTITUTE OF QUANTITY SURVEYORS SRI LANKA



ESTIMATING GUIDE



**Now available for LKR 3,000
at the IQSSL Office!
Special AGM offer for LKR 2,500.**

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This Estimating Guide has been compiled with information and feedback received from the industry and as verified in consultation with QS practitioners. This publication is a test edition for the general information and guidance only. Estimators or users shall make their own judgements as appropriate in estimating the costs. IQSSL assumes no responsibility in relying on any information in respect of or arising out of or in connection with this publication and/or its content.



CONTENTS

Preface

Acknowledgments

General

Use of IQSEG

Abbreviations

Sections

Preambles to IQSEG - General

Section 1: Concrete Works

Section 2: Masonry Works

Section 3: Finishes

Appendices

Tables

Sketches

References

PREFACE

We are in an era where construction activities are influenced by evolving technologies and business psychologies. Since the first official release of Building Schedule of Rates (BSR) in 1989 construction inputs, methods and industry characteristics have evolved to a greater extent, necessitating an appropriate new publication with revised norms for rate analysis. The absence of a suitable estimating guide has been a concern felt by the stakeholders in the construction industry.

Considering this need of the industry and the requests made by many personnel and institutions in the construction industry, Institute of Quantity Surveyors, Sri Lanka (IQSSL) has initiated the process of developing an Institute of Quantity Surveyors' Estimating Guide (IQSEG). Main objective of this process was to develop IQSEG for pricing and rate analysis for work items most commonly used and which have a high contribution to cost in building construction.

The name "Guide" is used as this provides a guide for users to make necessary adjustments in the rate analysis based on the nature, location, method and complexity of the project, so that the misconception that the published rates can be applied to every situation is eliminated.

With the involvement of an experienced panel of professional Quantity Surveyors, an initial draft was finalized. In order to validate the applicability of IQSEG to the current industry practices, the norms were verified with selected major contracting and consulting organizations.

As the first landmark of this process, a Test Edition of the IQSEG consisting of Concrete Works, Masonry Works and Finishes, is published, expecting feedback for its further development. IQSEG will be further developed to include other work sections including Waterproofing, Structural Steel, Metalworks, Woodwork, Roof covering & Roof Plumbing and Painting will be issued separately for feedback in the future.

Feedback on this Test Edition for further improvements is appreciated on behalf of IQSSL in developing the IQSEG with added work sections mentioned above.

Professional Affairs Board
IQSSL

ACKNOWLEDGEMENTS

Institute of Quantity Surveyors, Sri Lanka (IQSSL) would like to extend special thanks and grateful acknowledgment to the team who initiated to the preparation of this IQSEG in the past including Immediate Past President (IPP) of IQSSL Ch. QS Lalith Ratnayake, Ch. QS (Ms.) Anoma Gunasekara, former Honorary Secretary of IQSSL, Ch. QS Mahinda Gunawardena, former Assistant Secretary of IQSSL, Ch. QS Hasitha Gunasekara, Honorary Treasurer of IQSSL, Ch. QS Rajitha Dasanayake, former Treasurer of IQSSL, Ch. QS Majith Kodithuwakku, former council member of IQSSL, Ch. QS Jagath Basnayake and Ch. QS Duleesha Wijesiri, governing council members of IQSSL.

Sincere appreciation of IQSSL for the untiring efforts by Ch. QS (Mrs.) Kumudu Rangani and Ch. QS (Mrs.) Chamila Amaratunga in preparation of rate analysis, preambles, formatting, and compiling this IQSEG document including services of former council member Ch. QS (Mrs.) Yasitha Bulathsinhala, with the guidance of IPP Ch. QS Lalith Ratnayake.

We appreciate the support rendered by the Quantity surveying practitioners who worked in the top most Construction organization companies in Sri Lanka, Mrs. Kanchana Lokuvihana from Tudawe Brothers (Pvt) Ltd, Ch. QS Mrs. Sarojini Karunaratne, Ch. QS Akila Jayawardena from Sanken Construction (Pvt) Ltd., and Mrs. Inoka Abeyrathne from Maga Engineering (Pvt) Ltd. In the verification of norms; many QS consultants, other industry professionals, and small, medium, and labour contractors have provided vital inputs and IQSSL is thankful to all of them. Special appreciation to Mr. Prabath Dias and Ms. Sandalika Dias for elegant sketch drawings that were done at our request within a very short period.

Contributions from current Professional Affairs Board (PAB) Chairman Ch. QS Nadun Fernando, members of PAB including Ch. QS Gayan Fernando and Ch. QS Nuwan Thilakaratne, are highly appreciated.

Finally, we appreciate Ch. QS Prof. (Mrs.) Kanchana Perera, President of IQSSL, Ch. QS Indunil Seneviratne, Vice President of IQSSL, Ch. QS Tilanka Wijesinghe, Honorary Secretary of IQSSL, all past presidents, and all governing council members of the IQSSL who have helped in various ways to achieve publication of this long awaited IQSEG for selected work sections as a Test Edition.

Professional Affairs Board
IQSSL

Reports of IQSSL Board Chairpersons





Report of the Chairperson Professional Affairs Board

Ch. QS Nandun Fernando

BSc. (Hons) QS, FIQS.SL, FAIQS, Attorney at Law

Chairperson - Professional Affairs Board (PAB), IQSSL

The past year had been a very eventful period for Sri Lankans. It had been an year that tested resilience, tolerance and adoptability of all to the brim, with many unprecedented challenges. It had been a stressful time for many in the construction industry, specially for professionals. The fact that it was a continuation from another unprecedented period of pandemic that devastated ordinary life and changed the very pattern of working, it only added to the many issues we had. Nevertheless, despite enormous economic and social issues, we have so far shown remarkable resilience.

During the year, we successfully renewed the reciprocity agreements that we had with both Australian Institute of Quantity Surveyors and New Zealand Institute of Quantity Surveyors for reciprocal recognition of Member qualifications for a term of five years. We also successfully concluded the negotiations with Royal Institution of Chartered Surveyors of UK with another agreement for reciprocal recognition of member qualifications for a term of three years. Along with these reciprocities, we had also been able to introduce online modules on Code of Professional Conduct and Ethics and on Sri Lankan practice, for the benefit of candidates seeking corporate membership.

We had eight CPD seminars conducted within the year, both physically and virtually, on many administration, contract administration, de-

carbonisation, requisites to practice at a global scale and other topics of general interest, most of which were well attended.

A number of short-durational programmes were conducted continuously with an encouraging participation from industry practitioners, who had been keen to enhance their knowledge, skills and capacities, despite the hardships faced within the year.

A number of Round Table Discussions were also held for the benefit of many corporate members.

Discussions were successfully conducted and are being continued further with experienced partitioners to develop industry and practice-oriented standards, including a guideline on professional fee scales, in Quantity Surveying.

PAB is continuing its close interactions with government bodies and regulatory authorities towards establishment of professional and technical Service Minutes for Qs in the state sector.

All of above activities have been effectively facilitated and made possible by a dedicated group of PAB Members to whom my heartfelt gratitude is extended, together with members of PAB Sub Committee. A special note of appreciation is also offered to the IQSSL staff for their support.



Report of the Chairperson Membership Affairs Board

Ch. QS Rajitha Dasanayake

BSc. (Hons) QS, MSc. (Project Mgmt) SL, FIQS.SL, MRICS, AAIQS, CQS
Chairperson - Membership Affairs Board (MAB), IQSSL

Membership Affairs Board (MAB) during the period 2022/2023 worked towards continuation of the institute's goal of congregating all Sri Lankan Quantity Surveyors under the national institute.

Primary function of the board is to advise the Governing Council on matters relating to the membership including enrolments for the new memberships, and upgrade of the memberships. During this period MAB took efforts to update the details of memberships across all membership categories. It is intended and planned to carry out the underlying functions with the view of enhancing the membership strength of IQSSL during the forthcoming period. Preliminary initiatives have already been taken in order to implement the plan.

- 1) Conducting awareness programs with key institutions;
- 2) Similar educational programme aiming all other institutions that have QS programmes. Accordingly, the following aspects need to be considered;
 - a) Identify institutions district-wise that have QS programmes (technical colleges etc.)
 - b) Gather information about QS students enrolled in each institution
 - c) Gather information about lecturers participating in these QS programmes
 - d) Identify IQSSL members district-wise who are willing to conduct guest lectures in membership promotion drive and finalize a schedule
 - e) Organise guest lectures district-wise.
- 3) The companies that are willing to pay the IQSSL subscriptions for the whole of their QS staff were offered attractive discounts considering the number of subscription payments.

As the Chairperson of MAB, I observed the excited interest shown by non- members of Sri Lankan Quantity Surveyors practicing in Sri Lanka as well as abroad to join the institute. Existing members have also shown keen interest in upgrading their membership to match their acquired qualifications and current experience in par with their professional developments.

Our membership strength as at 8th June 2023 is:

No	Membership category	Updated Member count 2021 June	Updated Member count 2022 June	Updated Member count 2023 June
1	Honorary Life Fellow	5	5	5
2	Fellow (FM)	33	34	33
3	Associate (AM)	393	421	470
4	Graduate (GM)	495	547	566
5	Technical (TM)	435	473	484
6	Probationary (PM)	125	281	361
7	Registered (RM)	18	18	16
8	Student (SM)	2121	2398	2456
TOTAL		3625	4177	4391

Underlying functions and tasks have been successfully performed during the past period with extended support received from MAB members.

Members who have not paid membership subscriptions were identified and committee members and subcommittee members were assigned to follow up the process in collecting the membership fees. Members who have not paid membership subscriptions up to year 2012/2013 were suspended from their memberships and its summary is as follows:

Category	Number of Members suspended					Removed members (A)	Re-added (B)	Total (A)-(B)
	1 st List May-19	2 nd List Nov-19	3 rd List Oct-20	4 th List Jun-21	5 th List Dec-22			
FM			01		01	01	0	01
AM			19	03	01	22	0	22
GM			171	08	06	179	12	167
TM			05		05	05	0	05
PM			06	05	01	11	0	11
RM			06	01	02	07	0	07
SM	101	497	64	175	148	985	15	970

Apart from the above, the initiative of reinvigoration of expired membership was successfully implemented by means of vigorous level of personal communications undertaken by senior members. With due consultation and assistance from the FAB, this initiative enabled to collect significant backlogged membership fees.

A new category of Honorary Life Fellow Membership was introduced afresh and Identity Cards (ID) were issued without limitation of membership period.

Membership Renewal Form has been revised considering the facts which are required during membership updating process.

Necessary steps were taken to collect and maintain a backup copy (soft copy) of the members' database to make sure their safe storage.

As the probationary membership route will be abolished with the amendments of the IQSSL Act, MAB proposed to keep the membership open for further 4 years. Accordingly, it was concluded that

the probationary members as of 31st July 2020 to be encourage to upgrade themselves to the registered grade membership within 4 years from the as on the date approved by the council.

Members were appointed as country representatives from each of the countries; Sri Lanka, Oman, Dubai, Qatar, Australia, New-Zealand, Canada, United Kingdom. Coordination meeting was convened with the overseas representatives with the purpose of discussing the way forward for addressing the issues faced by them, such as limitations in making payments through credit cards, expanding overseas networks, facilitating APC process, amongst other things.

I would also like to thank the members of Membership Affairs Board, namely Ch.QS (Mrs.) Devika Liyanage, Ch.QS Indunil Seneviratne, Ch.QS Mahinda Gunawardena, Ch.QS. Sanjeewa Dasanayaka, Ch.QS (Ms.) Heshani Gamage, Ch.QS Nuwan Thilakaratne, Ch.QS. Jayavilal Wilegoda, Ch.QS. W.M. Piyasoma who worked tirelessly to make the board's affairs a success.



Report of the Chairperson Board of Quantity Surveying Education and Training

Ch. QS Duleesha Wijesiri

BSc. (Hons) QS., AIQSSL, MRICS, MBA (PIM-SJP), Dip. Arbitration
Chairperson - Board of Quantity Surveying Education and Training
(BQSET), IQSSL

I am pleased to report a synopsis of the progress made by the Board of Quantity Surveying Education and Training (BQSET) in its activities during the successful session of 2022/23.

Standardising and upgrading knowledge and skills of present and future members of IQSSL is the paramount objective of the BQSET. Accordingly, under the main scope of work, it is entrusted to conduct Assessment of Professional Competence (APC) and to conduct professional level exams from Level 1 to 3. BQSET continued these activities successfully.

With the success and popular demand of Online APCs, BQSET conducted the APC on hybrid mode where the candidates from abroad had the opportunity to sit an Online APC whereas the local candidates attended the physical APC. During the session, Two APC programmes were conducted in August 2022 and March 2023. Well-structured Charter classes were conducted before each regular APC to guide candidates to appropriately prepare themselves to face APC. BQSET is happy to inform that we received over 95 APC Applications for the March 2023 APC session which was a record. Furthermore, BQSET introduced a new module on Ethics and Sri Lankan Practice as well as on Ethics and Professional Practice for the candidates starting from March 2023.

Quality improvements to professional level exams were also considered in high priority. Structured moderation process continued for all assessments. Accordingly, the Professional Exams were conducted successfully even though the number of participants had declined.

The other major scope is the standardisation of Quantity Surveying education in the country. This primarily includes accreditation of degree programmes and conduct of Graduate Member Qualifying Examination (GMQE). Identifying the practical challenges faced by candidates and based on their feedback, the BQSET initiated a lecture series for participants to improve their knowledge. It was heartening to note that a record number of applicants applied for the December 2022 GMQE Session and the majority of applicants successfully passed the examination.

In addition, the BQSET continued the research initiatives undertaken during the previous year and the research papers were published.

I take this opportunity to thank my untiring team comprising of Ch. QS Prof. (Mrs) Anuradha Samarajeewa, Ch. QS Dr. (Mrs.) Dilani Abeynayake, Ch. QS (Mrs) Kasun Amali, Ch. QS (Ms) Chamari Allis, Ch. QS (Mrs). Asanka Muhandiram, Ch. QS Dasun Fernando, Dr. (Mrs) Menaha Thayaparan, Dr. (Mrs.) Thanuja Ramachandra, Dr. (Mrs) Roshani Palliyaguru, and Dr. (Mrs) Tharusha Ranadewa.



Report of the Chairperson Board of Quantity Surveying Publications

Ch. QS Prasad S. Dissanayaka

BSc. (Hons) QS, AIQS.SL, MCIOB, GreenSL@AP, Dip. Commercial Arbitration
Chairperson - Board of Quantity Surveying Publications (BQSP), IQSSL

It is my pleasure to make this report to the Special AGM Edition of FOCUS as the Chairperson of the Board of Quantity Surveying Publications (BQSP). Last year too had been a challenging year for us all. Overcoming the multiple limitations and restrictions imposed by the unprecedented economic situation of the country, we have been able to mark a successful year end.

With the immense support given by the BQSP board members and editorial board, we have successfully issued four editions of the FOCUS ejournal, making three electronic editions as well as a printed version of this Special AGM edition.

Apart from the Focus journals, BQSP has successfully completed and issued the electronic version of the IQSSL Technical Proceeding parallel to the IQSSL Annual Forum 2023. It is important to make a note of appreciation on the invaluable support given by the technical paper reviewer panel, which was led by Ch. QS Prof. Mrs. Kanchana Perera and comprised of Ch. QS Dr. Vijitha Disarathna, Ch. QS Prof. Mrs. Anuradha Samarajeewa, Prof. Mrs. Udyangani Kulatunga, Ch. QS Dr. Suranga Jayasena, Ch. QS Dr. Mrs. Thanuja Ramachandra, Dr. Mrs. Menaha Thayaparan, Dr. Mrs. Tharusha Ranadewa, Ch. QS Dr. Mrs. Dilani Abenayaka, Ch. QS Mrs. Kasuna Amali Gunasekara.

During the past, BQSP was able to reactivate the IQSSL official Facebook page and we are now actively reaching the local and overseas community through social media. Furthermore, as a regular activity of the board, updating and management of IQSSL official website is continuing. A few issues were reported in expanding the electronic payment gateway services last year and the necessary steps were taken to resolve these issues. Further, it is planned to integrate some new features and enhance the member experience through the website. With these planned upgrades, services offered by IQSSL will be widened and more member convenience has been focused.

Revision of the IQSSL Corporate Profile has been completed and both printed and e-versions of the upgraded IQSSL Corporate Profile have been published during the past year by the BQSP.

As planned in the early years, an online knowledge sharing series was initiated but it was not able to be completed within the past year due to the unforeseeable issues taken place in the country and this task is planned to be continued and completed in the upcoming year.

A new step has been taken to publish a booklet in Sinhala medium including the key information about the Quantity Surveying profession, brief history of the professions, task and roles of the practitioners and Institute of Quantity Surveyors etc., as a part of the general and social awareness improvement programme on Quantity Surveying.

All of these were not been a success if not for the invaluable commitment and the efforts of my board members (namely, Ch. QS Mahinda Gunawardena, Ch. QS Majith Kodithuwakku, Ch. QS Buddhika Perera, Ch. QS Nisha Tanmbugala, Ch. QS Dhamisha Sriyananda, Ch. QS Iresha Gamage, Mr. Sandun Senanayake, Ms. Piumali Hettige) and board of editors (namely, Dr. Mrs. Roshani Palliyaguru, Dr. Mrs. Tharusha Ranadewa, Dr. Mrs. Krishanthi Senevirathna, Dr. Mrs. Kanchana Ginige, Ch. QS Mrs. Chandima Wijekoon and Ch. QS Dr. Kasun Geethanga Gunasekara) I take this opportunity to thank all of them for their unstinting cooperation for the activities of the BQSP.

Further, I must convey my special thanks to our web master Mr. Lahiru Fernando of Web Shop Sri Lanka for the great assistance provided to us in maintaining our website as well as handling all the hard tasks of setting out of the Focus magazine and enabling us to publish in a timely manner.

Finally, it is my duty to remind and thank the IQSSL secretariate staff for all the support given during the past year for the successful completion of the BQSP activities.



Report of the Chairperson Public Relations and Welfare Board

Ch. QS Sumith Lokuge

BSc. (Hons) QS, AIQS.SL, MSc. Dispute Resolution and Const. Law, Dip. Arbitration
Chairperson – Public Relations and Welfare Board (PRWB), IQSSL

As the Chairperson of the Public Relations and Welfare Board of the Institute of Quantity Surveyors Sri Lanka, it is with great pleasure and honour that I present this message on activities and tasks undertaken and completed during the 2022/2023 period.

First of all, we initially struggled as a team to reach the targeted events as it was difficult due to the unexpected political, economic, and social crisis that unfolded throughout the country. Consequently, we had to deviate the planned schedule and replace it with newer and realistic targets to match with the situation.

Accordingly, the event of obtaining the personal loan facility under the professional category was completed for the Commercial Bank PLC and People's Bank.

In addition, the car wash programme was successfully completed as a fund-raising event.

The year-end dinner was organised after a lengthy period of time to enhance the relationship between us by gathering Council Members, Past Presidents, Past Secretaries, Directors of College of QS, IQSSL office members, and College of QS staff.

Moreover, it was a pleasure to conduct the Board Review meeting with all Council Members, Committee Members, as well as Subcommittee Members. The online member gathering was another successful event conducted with the participation of both local and overseas members.

The preparation of short video clips representing the evolution of the QS profession in Sri Lanka and the involvement of Quantity Surveyors in the construction industry is a major activity initiated and in progress by the Board.

I personally thank all Board Members (namely Ch. QS (Mr.) Jagath Basnayake, Ch. QS (Mr.) Prasad Jasinghe, Ch. QS (Mrs) Nisha Thambugala, Ch. QS (Mrs) Kumudu Rangani, Ch. QS (Mr.) Suranga Wickramaratne, and Ch. QS (Mr.) Harshan Amarasekara), Subcommittee Members (Ms. Sachini Dissanayake, Mr. Shashindra Wijeratne, Mr. Ruchira Liyanage, Mr. Lahiru Manoj, Mr. Nimesh Priyamantha, Miss Panchali Weerakoon, Mr. Kawshalya Alwis Samarakoon, and Mr. Charuna Thilanga Madhusankha) who were with me in order for the planned events of the Board to be successful.



Report of the Chairperson Financial Affairs Board

Ch. QS Hasitha Gunasekara

BSc. (Hons) QS, MSc. in PM, Dip. Arbitration, FIQS.SL, FAIQS, CQS, ACI Arb, MRICS
Chairperson - Financial Affairs Board (FAB), IQSSL

I have the pleasure of presenting the audited accounts of the IQSSL for the financial year 2021/2022 ending 31st March 2022. Due to the ongoing auditing process, certified audit report for the 2022/2023 will be presented during the next AGM.

First, I should go on record that our continuous effort to make the Institute a financially stable organization had become a success for the year 2021-2022 yet again. Despite the impact of COVID 19 and the economic crisis of the country we have carefully looked at the status of the collection of membership subscription payments which is the main source of income for the institute. The Chairperson of the Membership Affairs Board and his team had made all the attempts to contact them both locally as well as internationally through our overseas representatives. Even though significant gains had been made in the positive direction, a continuous effort is needed to improve the collections in the years to come. Further, a concentrated effort had been made to update membership registers of all membership categories to address the issue, while following a more methodical and acceptable method during the financial year 2021/2022.

In addition, short courses conducted jointly by the Professional Affairs Board, along with Board of Quantity Surveying Education and Training have generated significant income for the Institute. It is my pleasure to report that the efforts of Chairpersons of Professional Affairs Board, Board of Quantity Surveying Education and Training with the board members' commitment to CPDs and short courses created a new income source.

The emailed audited accounts will provide you with a general outline of financial standing and financial administration of the Institute for the year 2021/2022. Audited Accounts were prepared by Auditors S & A Associates.

We have made considerable improvements in the status of fixed deposits, especially during the year under consideration. Fixed deposits amounted to Rs. 87,682,034.10 at the end of the financial year 2020-2021 reduced from Rs. 94,033,065.00 in 2020/2021. However, the Total Assets have increased from Rs. 123,219,855.00 to Rs. 129,397,929.00 in this particular financial year.

Total revenue of the Institute has been increased from Rs. 11.5 million to 20.6 million compared to the last year. This has been incurred due to the investment in the fixed deposits during the period.

In the 2021/22 Financial Accounts, I would like to summarise the key points of the Account Statement of the IQSSL CQ G Ltd. IQSSL CQ G Ltd was established on 11th April 2020. During the period of 2021/2022, IQSSL CQ G Ltd has suffered financial issues due to the limited number of students enrolling to the courses. However, IQSSL will continue to invest on CQSG in the future.

Finally, I wish to thank the President, the Governing Council and the members of Financial Affairs Board for the invaluable guidance given. I would also like to thank the Directors of CQSG, Accounting and Administrative staff of the Institute and the College, for their support extended which immensely contributed to the achievements made in the financial year 2021/2022.

Achieving Sustainable Construction through Collaboration: Is Fragmentation in the Construction Industry Originated at the Higher Education Institutions?

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Construction industry is a dynamic and complex sector that significantly contributes to a country's economy. The construction industry possesses several unique characteristics that distinguish construction from other sectors. One of such characteristics is the assembly-oriented nature of the products of construction. The materials, elements, components, and units are brought under one roof to produce the final outcome of a construction project. This unique nature demands the industry to involve several stakeholders with different expertise, professional backgrounds, and skills, either as individuals or as representatives of their respective organisations. The key players in the construction industry are a client who finances the project, consultants who advocate him, and the contractors who translate the design into a physical product. The higher level of stakeholder involvement from different organisations lays the platform for the industry to become fragmented.

While strongly contributing to the socio-economic development of a country (Xiahou et al., 2018), construction industry is also blamed for its negative impacts on the environment in terms of higher consumption of resources, carbon emission, and generation and disposal of construction and demolition waste (Han, 2022; Pomponi & Moncaster, 2017). Hence construction is responsible to achieve sustainability in its products and processes to minimise the adverse impact it could otherwise make on the environment.

Sustainability is a trending terminology used in the current context of research and innovation. There is a considerable level of research undertaken on how to make the industry more sustainable. Suggestions were in the forms of using sustainable materials and components, managing construction and demolition wastage, adopting green construction, lean principles and circular

economy concepts, effectively utilising the advanced technologies; and the list goes on. In order for all of these suggestions to become a reality it is vital to see the enablers that could help in achieving sustainability in construction.

The enablers are the driving forces that can make an industry to drive through success, in this context lead to sustainable construction. Such enablers can largely fall under hard-enablers and soft-enablers. In one hand, the hard-enablers are the tangible efforts that are taken to achieve sustainable construction; few to name are finances, technology, regulations and policy frameworks and supportive infrastructure. On the other hand, the soft-enablers refer to the intangible assets that are hard to come by but without which it is highly unlikely to achieve what we wanted to achieve. Such key enablers are trust, knowledge and awareness, collaboration and high-level of commitments with long term business perspectives. Without developing these aspects of soft-enablers, achieving sustainability in construction will be impossible, irrespective of how hard we try with other aspects.

Fragmentation in construction is considered as one of the key obstacles that prevent effective utilisation of the aforementioned soft-enablers. All the stakeholders in the construction industry along the hierarchical structure should come together to work towards a single goal which is to provide a sustainable construction for the society. When such collaboration is missing achieving the single goal become increasingly challenging. For example, if we want to minimise the construction waste at the end of its disposal, careful selection of the materials and components, determination of lifecycle costs, the options to reuse or recycle the materials should be pre-determined at the design stage.

In the course of developing this sustainable plan, engineers, architects, manufacturers, suppliers, quantity surveyors, contractors, clients and research and development organisations are expected to essentially collaborate with mutual trust and understanding with one another. Besides, not having a market to trade reusable and recyclable construction materials and components is a huge obstacle to achieve sustainable practices in Sri Lankan construction industry. Creating such markets for reusable and recyclable construction materials, components and products demands significant level of trust and collaboration between parties. This clearly indicates that stakeholder collaboration is a key enabler for sustainable construction.

Despite the recognised significance of collaboration, unfortunately in reality, the lack of collaboration between stakeholders has become the major challenge in the construction industry. The construction professionals while they are expected to work as a team, are divided in the industry, which situation creates a communication gap among them. It is an obvious fact that all the different potential construction professionals usually come from a single stream of Physical Sciences at school; but then, they are divided into their respective streams at higher education institutions, knowing well that all such professionals should work together as a team in the same industry, as illustrated in Figure 1.

As indicated in Figure 1, it is clear that it is at the higher education levels the professionals who are supposed to work together in the construction

industry as a team are divided under separate departments. Once divided, there are very limited opportunities for the undergraduates from different departments of the higher education institutions to collaborate with other potential professionals. Hence, arguably the collaboration among construction professionals should be initiated at the higher education institutions. The higher education systems should be reformed to encourage inter-departmental and intra-departmental collaborations. That will also help to foster collaboration between academia and industry in the long run.

There are mechanisms that can encourage collaboration among different construction undergraduates. Introducing an interdisciplinary project, based on a real-life scenario would drag the students from different construction related disciplines to work on a single project. Having done such collaborative projects, these undergraduates who are also potential construction professionals will have an understanding on other professions with whom they would have to collaborate in reality, once graduated.

The purpose of the article is to provide a basis for discussion on where to initiate the collaboration among construction professionals. The article implies that the collaboration should be initiated at the higher education level, as it is the place where the division is made. The research that is conducted to improve collaboration at the construction industry should seek the answer by improving the system at higher education institutions too.

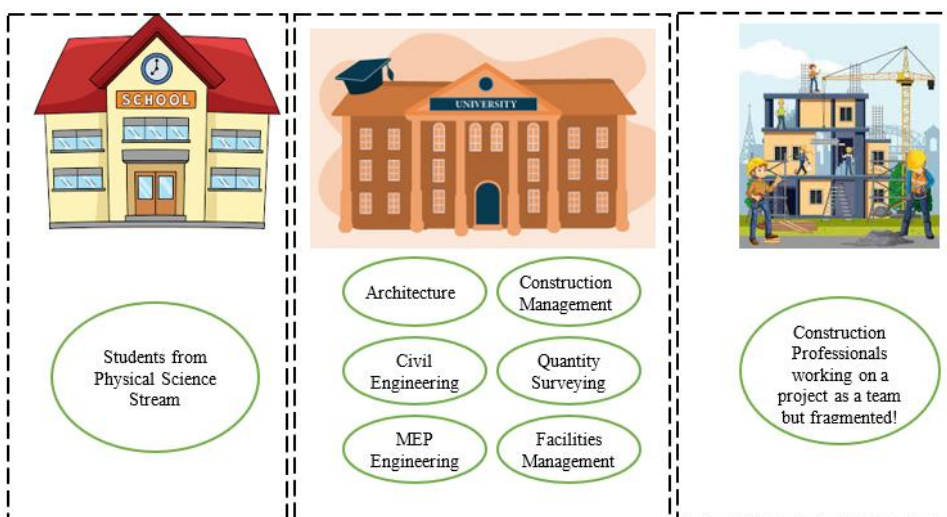


Figure 1: Movement of construction professionals from school to industry

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