

CPD Points: 2 ECSA CREDITS



Consulting Engineers South Africa

INFRASTRUCTURE
Indaba
2026

18 - 19
March 2026
Durban ICC

**KZN-PT Role in infrastructure
delivery —
From planning and financing to
implementation oversight**

Theme: Pioneering Change Engineering Infrastructure for Inclusive Growth

Outline

1. Planning and financing
2. Implementation oversight
3. Issues
 - a. Case study: Bhambanani Red Meat Abattoir
 - b. Project reporting and data veracity
 - c. Strengthen institutional capacity
4. Progress on the KZN treasury 2025–2030 strategic plan

Planning and Budgeting

- Treasury is focused on supporting and coordinating effective Provincial infrastructure delivery both at Provincial and Municipal levels
- Institutions must prepare multi-year infrastructure plans
- At provincial level, these plans are UAMP/RAMP- 10-year horizon and IPMP- 3-year horizon
- PT then Reviews and evaluates these plans, Checks alignment with the Medium-Term Expenditure Framework (MTEF).
- Also assesses project readiness, costing, and prioritisation.

Introduction

- The KwaZulu-Natal Provincial Treasury monitors the planning, budgeting and implementation of infrastructure projects across provincial departments
- Use a combination of policy frameworks, reporting systems, budget oversight and technical support mechanisms.
- These systems are designed to ensure that infrastructure spending results in actual service delivery outcomes (schools, hospitals, roads, etc.).

Planning and Budgeting

- The framework used is the Infrastructure Delivery Management System (IDMS).
- A government-wide system that standardises how infrastructure is planned, budgeted, procured, implemented and monitored
- Through IDMS, the Treasury ensures departments follow consistent procedures and performance standards.
- Infrastructure planning, Procurement and delivery processes, Budgeting, Project performance and outcomes

Planning and Budgeting

Departments		Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
		2022/23	2023/24	2024/25				2025/26	2026/27	2027/28
		('000)			('000)			('000)		
1	Office of the Premier	24 913	17 261	22 440	20 140	20 140	20 140	22 031	23 022	23 735
2	Provincial Legislature	23 936	9 990	8 975	11 635	14 805	11 204	10 771	12 018	12 391
3	Agriculture and Rural Development	132 589	198 099	190 439	242 680	369 780	369 780	206 744	136 768	140 648
4	Economic Dev, Tourism and Enviro Affairs	273 368	152 203	142 114	42 035	64 776	64 959	78 700	87 290	79 878
5	Education	2 926 929	3 151 070	2 926 772	3 066 425	3 499 114	3 499 114	3 416 694	3 012 256	3 115 305
6	Provincial Treasury	18 009	23 543	22 726	26 733	21 916	21 471	24 929	25 806	26 606
7	Health	1 993 157	2 012 703	1 990 619	2 403 908	2 414 975	2 347 383	2 197 040	2 134 374	2 202 537
8	Human Settlements	3 296 974	3 676 578	3 422 454	3 144 815	3 243 755	3 243 755	2 825 849	2 938 246	3 029 787
9	Community Safety and Liaison	11 052	15 334	15 258	12 500	12 500	13 493	12 489	13 123	13 530
10	Sport, Arts and Culture	162 842	165 347	157 173	214 019	221 144	221 144	174 476	175 930	174 250
11	Co-operative Governance and Traditional Affairs	264 817	168 275	134 318	52 086	136 303	153 148	93 458	71 470	77 303
12	Transport	8 525 372	8 102 134	6 477 790	8 798 110	9 098 610	8 798 580	9 059 278	8 675 108	8 966 088
13	Social Development	161 526	121 897	149 041	183 661	150 373	147 869	222 037	188 975	194 833
14	Public Works	58 282	62 206	23 496	29 133	58 152	58 152	34 601	36 158	37 279
Total		17 873 766	17 876 640	15 683 615	18 247 880	19 326 343	18 970 192	18 379 097	17 530 544	18 094 170

Implementation oversight

KZN Treasury monitors infrastructure through a combination of:

- Policy framework – IDMS
- Infrastructure planning assessments – UAMP/RAMP, IPMP
- Online monitoring both Financial & Progress– IRM reports
- Physical verification – site visits
- Transparency tools – ECE publication
- Technical interventions – support teams and PSP panel

Issues: Systemic issues

- Even when funding exists, infrastructure delivery often fails because of structural problems in the public infrastructure system
- Not just project-level issues.
- In all provinces, even KwaZulu-Natal, these problems appear despite efforts and frameworks such as IDMS
- Backed by institutional oversight by National, Provincial and Sectoral levels, even by AGSA.

Issues

- Alignment of projects with development priorities
- **Weak project preparation**
- Accuracy of cost estimates
- Procurement delays
- Project readiness before construction start
- **Project completion rate**
- Contractor performance

Issues

Weak Project Preparation: Many infrastructure projects are approved before they are technically ready.

- Typical problems include:
 - No pre-planning for strategic fit at portfolio level
 - No pre- and feasibility studies
 - Incomplete designs
 - Land or environmental approvals not secured
- Consequences: Cost overruns and Delayed project delivery

Case Study: *Bhambanana Red Meat Abattoir Operationalization*



- **Flow-of-Work Issues:** Non-compliant rail heights (must be 3.4m), a lack of proper emergency slaughter entrances, and incomplete ovine slaughter lines.
- **Hygiene & Sanitation:** Insufficient sterilizers and hand-wash basins; existing taps are manual and must be replaced with knee or foot-operated valves.
- **Waste & Environmental:** Outstanding requirements for effluent drainage, oxidation pits, blood capture facilities, and borehole water capacity.
- **Biosecurity:** Mandatory Foot and Mouth Disease (FMD) protocols and modifications for game slaughter are required due to the area's sensitivity.

Issues: *Problem resolution*



- **PSP appointment:** The KZN Department of Agriculture and Rural Development (KZN DARD) has appointed ECA Consulting (Pty) Ltd to rectify and operationalize the Red Meat Abattoir in Jozini.
- **Project objective:** To bring the facility into compliance with the Meat Safety Act (Act 40 of 2000) and Red Meat Regulations 1072.
- **Technical Rectification:** Scope includes specialized 540 Lux inspection lighting, carcass hoists, and full rail installation.
- **Project Timeline:** Construction is 27% complete, having started on January 27, 2026, with a target completion of July 31, 2027.
- **Historical Expenditure:** R 85,000,000.00.
- **Current Phase Total Cost:** R 16,950,000.00.
- **Cost Breakdown:** R 16,004,812.03 for construction and R 945,187.98 for professional fees.

Issue: *Project reporting and data veracity*

- **Issue:** “Fake progress” in infrastructure reporting (where reports show progress, but the project reality does not match)
- Financial Progress vs Physical Progress
- Mismatch between money spent and work completed

Financial	Physical	Assumption as to cause
80% spent	20% complete	Possible misreporting or payment problems
20% spent	70% complete	Poor cost estimates or reporting error

Solutions and Opportunities — improved analytical approaches

Stage	Indicator
Planning	% projects with feasibility studies
Budget	Infrastructure expenditure rate
Implementation	% projects completed on schedule
Output	Number of facilities delivered
Impact	Improvement in service access

Common reasons include:

- Pressure to show performance
- Weak oversight

Solutions and Opportunities — *Capable state & professionalisation*

- Upskilling of infrastructure specialists who traditionally monitor infrastructure projects using the IRM and selected site visits
- Broadening to project level interaction including attending site and project meetings. Familiarization with broad range of projects- not single sector
- Interactions with PSPs real-time over projects via secondment (mini-version of KZN Job Rotation Policy). Inculcate sense of versatility & innovation
- Professional registration (Candidate registration)
- Attained PMI foundation certification. Preparing for next levels
- Public sector focused development at expense of private sector trajectory

Solutions and Opportunities — Let's Challenge Ourselves

- **The KwaZulu-Natal Provincial Treasury is actively implementing several programmes to improve the capacity of provincial departments and municipalities to plan and implement infrastructure projects.**
- **These interventions focus on technical support, institutional reforms, financial oversight, and coordination across government.**
- **Shifting from budget control to delivery support because:**
 - Infrastructure budgets alone do not guarantee delivery.
 - Implementation capacity determines outcomes.

Solutions and Opportunities — Let's Challenge Ourselves

Improvement of infrastructure implementation capacity through:

- Implementation of the IDMS framework
- Infrastructure planning and monitoring support- continuous
- Infrastructure financing and funding advisory services- TASU
- PPP advisory and regulatory support
- Intergovernmental coordination structures- Intra- and Provincial
- Skills development and technical training- Internal & External officials
- Stakeholder identification & Engagements- CBE, CIDB, UKZN, DUT

Solutions and Opportunities — Let's Challenge Ourselves

- Current Progress on the KZN Treasury 2025–2030 Strategic Plan
- The 2025/26 financial year is the first implementation year of the five-year strategy.
- The APP translates the strategy into specific programmes & outputs, The plan focuses on two main strategic pillars i.e.
 - Strengthening the provincial fiscus through sound financial management
 - Strengthening oversight of provincial departments, municipalities, and public entities

18 - 19
March 2026
Durban ICC



INFRASTRUCTURE
Indaba
2026

Thank you!

Sponsors



Exhibitors

