

**CPD Points: 2 ECSA CREDITS**



Consulting Engineers South Africa

INFRASTRUCTURE  
**Indaba**  
2026

**18 - 19**  
**March 2026**  
Durban ICC

Capacity building: Best Practices for a  
consulting firm  
Presented by :Paul Nzimande

**Theme: Pioneering Change** Engineering Infrastructure for Inclusive Growth

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# Definitions

- **Best practice - a method or technique that has been generally accepted as superior to alternatives** because it tends to produce superior results
- **systematically growing the firm's ability:**
  - to deliver complex work,
  - develop people, and
  - strengthen the industry ecosystem.

# Background

- Our purpose : Creating the future of life through sustainable infrastructure worldwide
- Our passion lies in developing business-driven solutions that have a direct and positive impact on humanity.
- Life is bigger than iX, it is about humanity

# Activities

- Develop talent pipeline (bursaries, school talks and youth programmes)
- Encourage innovation and continuous professional development internally (constantly pushing the envelope and housing innovation internally)
- Foster impact driven mentorship (partner younger engineers with older more experienced, lunch and learn sessions)
- Strike meaningful partnerships and collaborations (Collaborations and CPG partnerships are carefully selected curated and nurtured over time)

## Issues : The case of the mid tier

- Projects tend to be structured and packaged for either top tier consultants or smaller consulting firms
- The case of the missing mid-tier link is a gap/opportunity
- Leads to a broken progression from small to big firms
- The result is :
  - a brain drain for the country
  - fierce discount-driven competition towards the bottom
  - Less margin to sustain capacity development initiatives especially for smaller firms

# Solutions and Opportunities — Let's Challenge Ourselves

- Clients do not always have capacity to structure projects to allow for the “missing mid tier” problem to be resolved – we assist them
- We provide careful localization and skills development capacity to projects as a matter of priority
- Advocate for the missing middle on the basis of South Africa pursuing a “skills sovereignty”
- Participate in CESA initiatives and industry advocacy initiatives

# Conclusion

- We accept that capacity building is bigger than iX; it is about humanity
- We advocate for the country to possess skills sovereignty for its own security of development
- We partner with others who are passionate about this subject
- CESA initiatives are valuable in building that narrative

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