

KAREL JOHANNES COETZEE

Capacity Development | Infrastructure Management | Knowledge Management Expert

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Nationality: South African | Years of Experience: 37 years

PROFESSIONAL SUMMARY

Highly accomplished Capacity Development and Infrastructure Management specialist with 37 years of progressive experience in South African national, provincial, and local government. Served as Programme Manager for the Infrastructure Delivery Management System (IDMS) Programme Support Office at National Treasury (2019-2024), leading the coordination, integration, and institutionalisation of the IDMS framework across government spheres. Proven expertise in developing and implementing capacity development strategies, knowledge management frameworks, and change management interventions that strengthen procurement and infrastructure delivery at provincial and municipal levels. Demonstrated track record of stakeholder engagement with National Treasury, Provincial Treasuries, DBSA, SALGA, MISA, and municipalities. Deep understanding of PFMA, MFMA, and SCM regulatory frameworks. Exceptional ability to lead multidisciplinary teams and deliver sustainable institutional change.

KEY COMPETENCIES ALIGNED TO POSITION REQUIREMENTS

Strategic Leadership & Coordination	Knowledge Management
Capacity Development & Training	Change Management & OD
Infrastructure & SCM Policy Frameworks	Stakeholder Engagement
Programme & Budget Management	Reporting & M&E

QUALIFICATIONS

Qualification	Year	Institution
Masters in Business Leadership (MBL)	1997	UNISA
Certificate in Management Systems	1989	Pretoria Technicon
B.Com (Human Resource Management)	1987	University of Pretoria
Certificate in Organisation and Workstudy	1987	Pretoria Technicon

PROFESSIONAL EXPERIENCE

Programme Manager: IDMS Programme Support Office

National Treasury | December 2019 - December 2024 (5 years)

Led the Programme Support Office for the Infrastructure Delivery Management System (IDMS), coordinating the integration of IDMSBOK deliverables and ensuring institutionalisation of infrastructure delivery best practices across government.

Key Responsibilities Aligned to Capacity Development Expert Role:

- **Strategic Leadership:** Provided direction and management of PSO services team; developed management structures for effective IDMSBOK Programme governance; coordinated weekly meetings with technical assistants and stakeholders
- **Capacity Development:** Designed and implemented performance management systems; acted as coach and mentor for personnel in Chief Directorate: Provincial and Local Government Infrastructure
- **Knowledge Management:** Ensured coordination and integration of IDMSBOK deliverables with IDMS Knowledge Management Framework; promoted effective document control processes; developed electronic filing and archive systems
- **Stakeholder Engagement:** Facilitated and coordinated communication with National Treasury, Provincial Treasuries, Donors, DBSA, and other partners; actively engaged project managers and relevant stakeholders
- **Budget & Financial Management:** Managed programme budget on behalf of National Treasury and donors; monitored expenditure against delivered benefits
- **Reporting:** Complied with GBS programme monitoring requirements; prepared monthly and quarterly progress reports; managed audit trail for programme deliverables
- **Risk Management:** Identified and implemented expediting measures to prevent programme delays; managed risk and issue reporting

Organisation Development Expert

Limpopo Provincial Treasury / CoGHSTA (via GTAC) | October 2018 - November 2019 (1 year)

Deployed to the Infrastructure Support Programme Phase 2 to maximise Municipal Infrastructure Grant (MIG) funding within beneficiary municipalities through organisational development and capacity building.

- **Infrastructure Strategy:** Supported review and finalisation of infrastructure strategy for municipalities; reviewed infrastructure delivery service models identifying opportunities for outsourcing and PPPs

- **Organisational Design:** Conducted functional analysis and developed generic functional organisational structures for infrastructure units across province and municipalities; translated structures into resourced structures tailored to each municipality
- **Capacity Building:** Facilitated initial capacity building on IDMS and other tools, policies, and procedures relevant to infrastructure delivery; developed job profiles and graded positions
- **Change Management:** Supported team building exercises to maintain morale and motivation in newly established infrastructure units; assessed and built capacity in HR Management Units
- **Asset Management:** Established asset management function and agreed roles and responsibilities for municipalities in terms of legislative requirements

Programme Manager: IDIP Phase 4 Programme Support Office

National Treasury / DBSA | March 2015 - July 2018 (3 years)

Managed the final phase of the Infrastructure Delivery Improvement Programme focused on sustainability and institutionalisation of the IDMS beyond programme exit.

- **Programme Coordination:** Efficiently procured and contract managed Professional Service Providers (PSPs); aligned all actions, deliverables, and workplans to IDMS
- **Financial Management:** Ensured programme funds were effectively managed, monitored, and disbursed in line with government accounting systems, PFMA, and applicable legislation
- **Knowledge Management:** Supported the programme knowledge management function pertaining to IDMS institutionalisation as guided by the IDM Knowledge Management Framework
- **Reporting & Documentation:** Prepared, distributed, and archived programme information and reports (monthly and quarterly); prepared agendas, minutes, and supporting information for management meetings
- **Systems Development:** Supported identification, design, and implementation of appropriate systems to monitor IDMS implementation

Senior Business Analyst: IDIP Phase 2 & 3

North West & Mpumalanga Provinces / Aurecon | January 2007 - June 2011 (4.5 years)

- **Change Management:** Led change management activities for IDIP across North West and Mpumalanga Provinces (Departments of Roads, Public Works, Education, Health, Sports, Arts and Culture)
- **Capacitation Planning:** Developed capacitation plans for Technical Directorates across multiple provincial departments

- Process Improvement: Conducted "as is" and "to be" process mapping of infrastructure processes for all departments
- Team Leadership: Project managed team of Business Analysts responsible for interventions in both provinces
- Training & Mentoring: Delivered training interventions and provided mentoring and coaching to government officials

Associate Director: Management Consulting

Aurecon | 2003 - 2015 (12 years)

- Lephale Local Municipality (2010): Led institutional development including infrastructure investment planning, turnaround strategy review, institutional capacitation model development, and implementation prioritisation
- Abu Dhabi Department of Transport (2010-2011): Organisational Design Leader for Right-of-Way section; conducted international benchmarking study tours to New York and Vancouver; developed process maps and SOPs
- North West Province Housing (2003-2005): Process mapping and re-engineering to unblock and fast-track housing delivery across 250 projects

Deputy Director: Management Advisory Services

Department of Land Affairs | 1987 - 2003 (16 years)

- Systems Re-engineering: Evaluated and re-engineered land reform product delivery processes; mapped over 150 processes
- Shared Services Centre: Rendered advice on restructuring and decentralisation of support services; led establishment of shared services centre pilot in KwaZulu-Natal
- Work Study Investigations: Conducted investigations in self-governing territories and TBVC states
- Computerisation: Oversaw computerisation of manual administrative systems
- Capacity Building: Developed training programmes and provided mentoring and coaching to staff

EXPERIENCE ALIGNMENT WITH POSITION REQUIREMENTS

Requirement	Karel Coetzee Experience
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5+ years capacity development and public sector reform	37 years including IDMS/IDIP capacity building, OD Expert role, training facilitation across provinces
10+ years working with SA government	37 years continuous engagement with National Treasury, Provincial Treasuries, municipalities since 1987
5+ years legislative/policy frameworks for procurement/infrastructure	IDMS/IDIP programmes (17 years); PFMA/MFMA compliance; SCM frameworks
5+ years public sector planning, budgeting, management	Programme budget management at NT; MTEF alignment; APP integration
Multidisciplinary team experience	Led PSO teams, Provincial Delivery Units; managed Business Analysts across provinces
Development partner experience (advantageous)	GBS compliance; donor reporting (SECO, DBSA); international projects (UAE)

PERSONAL SKILLS

- **Strong Leadership:** Proven ability to lead multidisciplinary teams, provide strategic direction, and drive programme outcomes
- **Collaborative Mindset:** Track record of building constructive relationships across government spheres and with development partners
- **Training Facilitation:** Extensive experience facilitating workshops, training sessions, and capacity-building initiatives
- **Excellent Communication:** Fluent in English (written and spoken); ability to engage with senior government officials at all levels
- **Report Writing:** Demonstrated ability to prepare high-quality monthly, quarterly, and annual reports to international standards
- **Stakeholder Management:** Proven skills in managing relationships with NT, PTs, municipalities, SALGA, MISA, CIDB, CoGTA, and donors
- **Problem-Solving:** Strong analytical skills with ability to identify risks and implement solutions proactively
- **Self-Steering:** Proven capacity to work independently while ensuring alignment with programme objectives

PROFESSIONAL REFERENCES

Name	Contact	Position
Mr. Pule Setai	066 305 0152	Chief Director: PLGI, National Treasury
Mr. Isaac Tjale	076 543 5877	Director: Provincial Infrastructure Monitoring, National Treasury

Mr. Chuene Ramphele

072 182 0072

Unit Manager: Infrastructure
Development, DBSA