



Nazreen  
Kola

## PERSONAL DETAILS

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Date of Birth: 24 June 1979  
Languages: English (Excellent), German (Good)  
Years' Experience: 15 years  
Countries worked in: South Africa

## CONTACT INFO

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## ACADEMIC BACKGROUND

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- MA Gender and Development: Institute of Development Studies (IDS), University of Sussex, Brighton, England, 2003
- BA (Honours): University of Saskatchewan, Saskatoon, Saskatchewan, Canada, 2001

## QUALIFICATIONS

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- Certified Coach: Thoughtsmiths Coach Training School, 2020
- Gestalt Organisational Development: Introductory Training, 2013

## FIELD OF SPECIALISATION

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Policy research and development, monitoring and evaluation, municipal systems and performance management, intergovernmental relations and intergovernmental planning, democracy and governance in local government, organisational and institutional development, process facilitation, gender and development and knowledge management.

## WORK EXPERIENCE

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### **Apr 19 – present**

PDG, Johannesburg, South Africa  
Director

### **Sep 17 – Mar 19**

PDG, Johannesburg, South Africa  
Associate

### **Nov 11 – Aug 17**

PDG, Johannesburg, South Africa  
Senior Consultant

### **Dec 06 – Nov 07**

The Mvula Trust, Johannesburg, South Africa  
Policy Associate

### **May 06 - Nov 06**

Water Information Network of South Africa, Pretoria, South Africa  
Projects coordinator

## KEY PROJECTS

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**2020 – 2021 Technical Advisory Services to improve organizational and technical capacity of the City of Mbombela Concession Management Unit (CMU) to manage the existing water services Concession PPP:** Leading the team commissioned by the USAID's Water, Sanitation and Hygiene Finance (WASH-FIN) Project (through Tetra Tech ARD) to provide technical support to the City of Mbombela's CMU, tasked with the management of the Concession contract. This is a systemic intervention aimed at institutionalising the revised Concession Contract Management Plan within the CMU, through the creation of Standard Operating Procedures (SOPs) to be followed and implemented within the CMU.

**2020 African Development Bank (AfDB) Technical Capacity Building Stakeholder Workshop:** Facilitation support for a technical capacity building workshop hosted by AfDB, DBSA and the African Centre for Cities, attended by 55 people from 22 organisations, including government departments, public support agencies, SALGA, International partners, local DFIs, private partners, academia and individual specialists. The objective was to work towards the development of a technical capacity building strategy for South Africa.

**2020 – 2021 Support the repositioning of Ehlanzeni District Municipality (EDM) in relation to its core mandates – GIZ and Ehlanzeni District Municipality:** Leading the team supporting EDM as part of a technical assistance initiative by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The project is to review and assess the current EDM powers and functions arrangements to determine a set of recommendations that support the repositioning of the core mandates for EDM. This includes a legal, financial and performance analysis and determination. The findings will inform a holistic organisational review and design for restructuring and implementation support of the repositioned EDM.

**2020 Mid-term evaluation of the Municipal Finance Improvement Programme (MFIP) Phase 3 – National Treasury:** Part of the team commissioned by the Government Technical Advisory Centre (GTAC) of National Treasury commissioned to conduct a mid-term evaluation of the Municipal Finance Improvement Programme (MFIP) Phase 3. The evaluation began in July 2019 as part of a periodic mid-term review process for the MFIP. The purpose of the mid-term evaluation is to review the design and implementation of the MFIP III in order to strengthen its delivery.

**2019 - 2020 Support for the review and development of metro-specific Integrated Development Planning (IDP) guidelines – South African Cities Network (SACN) and the Cities' Support Programme (CSP):** Team lead for a project aimed to bring collective municipal experience and voice to the review of the current IDP process, with the to produce a specific set of Metropolitan Municipal IDP guidelines. The project incorporates the experience and good practice that cities have adopted from the Planning Reforms and Built Environment Performance Plans (BEPP) process, approach and

content; and demonstrates a different approach in intergovernmental relations towards formulating policy and legislative reforms.

**2019 – 2021 Conduct and implement Municipal Systems Act 44 of 2003, Section 78 for a period of three years, for the City of Mbombela in performing its Water Services Authority Function:** Leading the team assessing the internal mechanisms for the provision of the water services function as well as a range of external mechanisms. The intention of the project is to undertake the necessary research and assessment to cover the requirements of both Section 78(1) and Section 78(3) of the Municipal Systems Act.

**2018 – 2019 Support for the implementation of the City of Mbombela Service Delivery Model: A Regional Service Centre Approach – GIZ and City of Mbombela:** Leading the team assessing, recommending and supporting the management of the City of Mbombela's Regional Service Centres as part of a technical assistance initiative by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The project entailed an organisational assessment of the Regional Service Centres for the City of Mbombela and the development of a new implementation framework to support decentralised service delivery.

**2016 – 2018 Review of the Organizational Structure of the Department of Water and Sanitation:** Part of the team undertaking the review of the organisational structure which includes an organisational scoping of the current structural configuration; Business Processes Analysis; an Organizational Functionality Assessment; among other components. The objective is to then map out a complete organisation structure for the entire DWS, complete with an approach to implementing the new organisational structure.

**2016 – 2018 Review and update of the Infrastructure Progression Model (IPM) – National Treasury:** Part of the team to review and update the Infrastructure Progression Model (IPM) in line with the changes that have taken place in the infrastructure delivery sector to enable the treasury sector to monitor the institutionalisation of the Infrastructure Delivery Management System (IDMS) in provinces.

**2016 Councillor induction programme on energy and electricity – SALGA:** Part of the team providing support to SALGA in the preparation of a councillor induction programme on energy and electricity that is intended to improve the capacity of councillors to appropriately play an oversight role in relation to these sectors.

**2015 Diagnostic Evaluation of the Strategic Planning, Performance Monitoring and Evaluation Systems within the Gauteng Provincial Government - Gauteng Office of the Premier:** Lead team member undertaking a diagnostic assessment of M&E systems and their key components within the Gauteng Provincial Government.

**2015 Implementation evaluation of the Framework for Strategic and Annual Performance Plans - Department of Performance Monitoring and Evaluation:** Part of the team commissioned to determine the efficacy of the Framework for Strategic and Annual Performance Plans in guiding departments in their service delivery, particularly responding to government's priority outcomes, and in holding departments accountable for performance.

**2015 Implementation evaluation of the Citizen Based Monitoring Model - Department of Performance Monitoring and Evaluation:** Part of the team appointed to evaluate the implementation of DPME's citizen-based monitoring pilot and programme to inform development of a five-year strategy for CBM going forward.

**2014 Development of an Intergovernmental Planning Framework - Department of Cooperative Governance:** Involved in an assignment to develop an Intergovernmental Planning Framework (IGPF) and Implementation Plan to ensure the integration, alignment and coordination of planning and implementation process across the spheres of government.

**2014 Assessing the Functionality of the National and Provincial Intergovernmental Relations Structures, constituted in terms of the Intergovernmental Relations Framework Act, 2005 (IGRFA) - Department of Cooperative Governance:** Part of the team commissioned to work in partnership with the national and provincial IGR structures to assess their functionality in terms of the role that each of these IGR structures play in strengthening the conduct and practise of IGR. The project also captured lessons on the challenges and obstacles faced by IGR structures in discharging their legislative and developmental mandates.

**2013/14 Monitoring and Evaluation Sectoral Survey - Department of Performance Monitoring & Evaluation:** Part of the team tasked with developing a framework and assessment tool as part of a sectoral survey of state and use of M&E

systems in five government sectors nationally. Responsibilities included key preliminary research, development of the assessment framework and tools, as well as responsibilities for surveying the Department of Cooperative Governance as well as the Department of Human Settlements.

**2012/13 Assessment of Government Evaluations - Department of Performance Monitoring & Evaluation:** Contributed to the development of an evaluation quality assessment framework and tools aligned to DPME's Standards for evaluation in government. Nazreen worked as part of the team of evaluators quality assessing 93 government evaluations conducted from 2006-2012 and contributed to the development of a key words catalogue to enable the search-ability of evaluations. She also assisted in drafting the overview report of the assessed evaluations.

**2012/13 Infrastructure Progression Model – National Treasury:** Supported National Treasury's Technical Assistance Unit towards the development and refinement of the framework and guideline documents for an infrastructure progression model for provinces in the health and education sectors. Involved in the facilitation of training sessions on the use of the web-based tool.

**2012/13 Assessment of the linking of fixed-term contracts for Municipal Managers to the municipal electoral term- Department of Cooperative Governance:** Part of the team conducting case study research in select municipalities to assess the impacts of the linking of fixed terms for Municipal Managers to the municipal electoral term. This involved interviewing respondents at sampled municipalities and undertaking quantitative and qualitative data analysis for the project, contributing to the overall findings and recommendations in the report for the Department of Cooperative Governance.

## PUBLICATIONS

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GOLDMAN, I., JACOB, C., KOLA, N., LESLIE, M., MAPHALLA, R. & MOODLEY, N. 2013. Quality assessment of government evaluations in South Africa – some initial findings. 4th Biennial South African Monitoring & Evaluation Association Conference, September 2013, Sandton, Johannesburg. Awarded Best Conference Paper.

FOSTER, K., KOLA, N., NDLELA, L., RAWAT, F., HARTLEY, C., & GQEGQE, S. 2019. The state of anti-fraud and anti-corruption measures in South African municipalities. Developmental Local Government Series: The Journey to Transform Local Government. SALGA.

JORDAN, L. & KOLA, N. 2019. Making Participation Meaningful. Urban Governance Paper Series. South African Cities Network.

FOSTER, K. & KOLA, N. 2019. Assessing Back to Basics. Paper for the Local Government Sector Education and Training Authority.

FOSTER, K. & KOLA, N. 2018. Delivering Services: Challenges to the implementation of leadership mandates in local government. Paper for the Local Government Sector Education and Training Authority.