

PDG is a public sector consulting firm that supports decision-making in the public interest

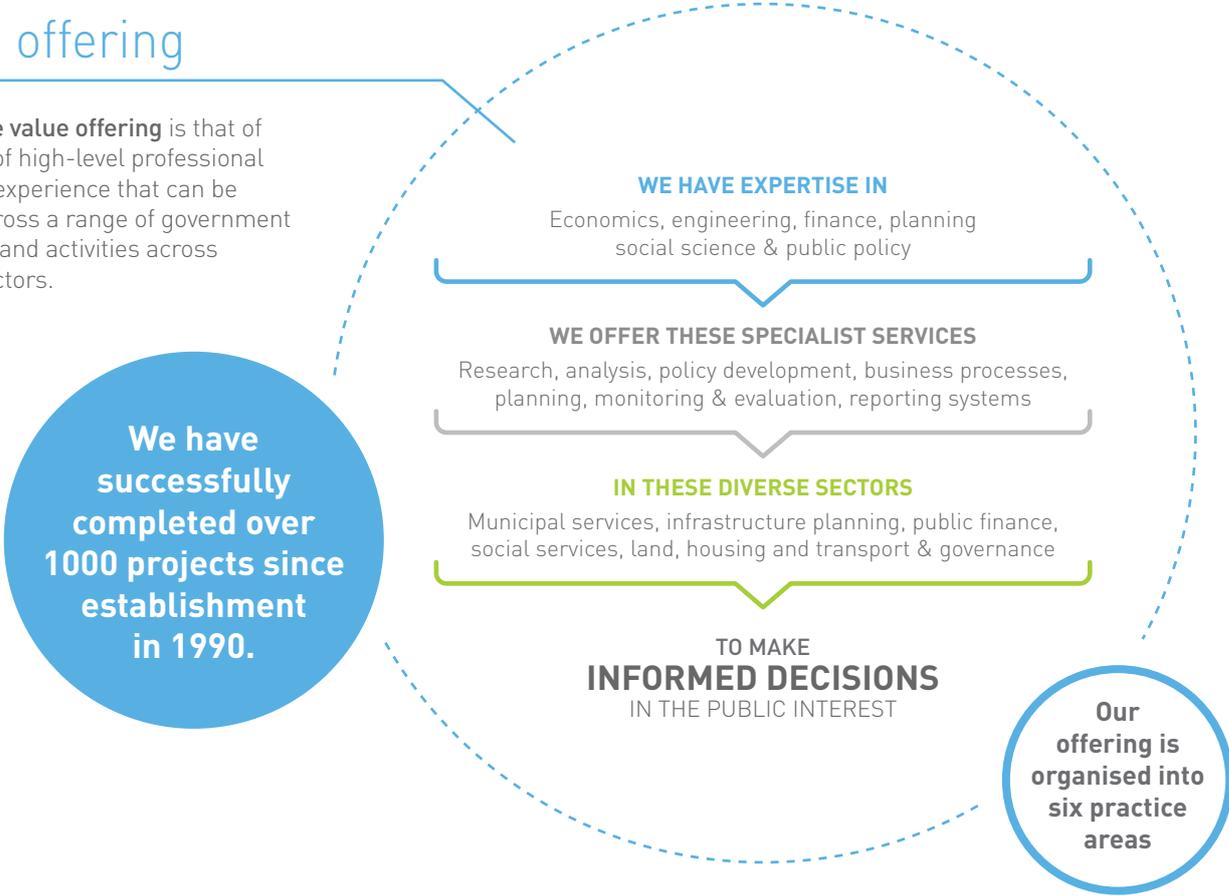
Company overview

Our professional team is diverse, multi-disciplinary and highly qualified, covering the fields of public management, engineering, economics, evaluation, development finance, public policy, spatial planning, political science, environmental science, geography and social science.

PDG's success is built on the foundation of over 30 years of consulting experience in providing quality advice and support to a wide range of government departments across all three spheres of government and other public sector stakeholders in South Africa and across the African continent.

Value offering

PDG's **core value offering** is that of a mixture of high-level professional skills and experience that can be applied across a range of government processes and activities across several sectors.



We have successfully completed over 1000 projects since establishment in 1990.

Our offering is organised into six practice areas



PUBLIC FINANCE

PDG undertakes national scale public finance policy work and financial planning and strategy work directly for municipalities. The national scale policy field includes advising national government on policy with respect to tariffs, property rates, capital and operating grant mechanisms, as well as supporting clients with the roll-out of policy. Our municipal works involves the application of financial models; PDG has developed a series of financial models including infrastructure investment planning tools, models aimed at projections of the financial viability of municipal services undertakings, and tariff setting tools.



MONITORING & EVALUATION

PDG's M&E Practice Area focuses on strengthening monitoring and evaluation in the public sector to facilitate evidence-based learning, performance improvement and broader societal accountability. PDG has contributed to the development of public sector evaluation practice by designing a national quality assessment system and an evaluation management information system and through undertaking flagship evaluations for national and provincial government. Through our in-depth understanding of the local government environment we have acquired unique expertise in municipal M&E systems. Our staff are active members of the South African Monitoring & Evaluation Association (SAMEA).



URBAN SYSTEMS

The Urban Systems Practice Area focuses on the interaction between land, housing, infrastructure and public transport, with a focus on how these are financed. Our interest is in how cities function to facilitate the flow of people and resources. We undertake research, policy development, financial analysis and fiscal impact assessments around housing, land, spatial planning, infrastructure services, public transport, public services, and environmental sustainability. We are therefore able to perform a niche role of providing consulting services around a full suite of public sector functions to clients that are tasked with integrating these functions, as well as those that have a larger policy perspective.



URBAN ECONOMIES

The Urban Economies Practice Area prides itself in its expertise in looking 'under the bonnet' of observed sectoral and system-wide trends by harnessing a wide array of administrative, operational and 3rd party data and, by means of bespoke interaction models, create the evidence-base for supporting decision-making in the public interest. PDG provides analytical support in a range of fields requiring a longer-term perspective, such as spatial planning and land use management, economic development, property development and urban management, and transport and related infrastructure planning.



INSTITUTIONAL DEVELOPMENT

PDG supports the evolution of a sound framework for public institutions with specific attention to the relationships between them, and between state institutions and the private sector. PDG builds on considerable experience with intergovernmental relations and the powers and functions of the spheres and tiers and government with effective regulation being a central part of the framework. Municipalities play a central role in the functioning of the government system and PDG supports this through policy development relating to the inter-governmental system, regulation of local government activities, the role of parastatals and the interface with the private sector and civil society.



MUNICIPAL SERVICES

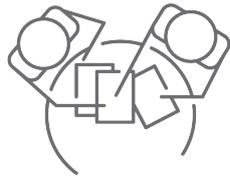
The Municipal Services Practice Area focuses on the engineering services of water, sanitation, electricity, roads, stormwater and solid waste, as well as the interactions between these services. The objective of the practice area is ultimately to improve the speed, scale and quality of municipal services through providing evidence and facilitating strategic processes to support decision making around how municipalities provide their mandated services. We work at the local scale providing research, analysis and planning work for metro, local and district municipalities, as well as undertaking policy work at national and provincial scales.

Our values



TEAMWORK

We work in teams through collegial relationships



CLIENT FOCUSED

We empower, include and respect our clients



EVIDENCE-BASED

Our approach is rigorous and evidence-based



PUBLIC BENEFIT

Our impact must be a more equitable society



INTEGRITY

We operate with utmost integrity

Our approach

PDG works in cooperative relationships with clients and partners to achieve successful outcomes in the public interest. We take pride in basing our strategic advice on empirical and quantitative analysis in combination with qualitative problem-solving approaches and participative stakeholder engagements. We have significant expertise

in the development of tools and approaches to support this analysis – including planning processes, survey methodologies, data management tools, decision-making frameworks, spatial analysis tools, maturity models, and public finance models for financial planning and infrastructure investment planning.

Our professional team



- ▶ **Kim Walsh** is the Managing Director at PDG and leads the Public Finance Practice Area. Kim has a master's degree in economics and undergraduate degrees in economics and chemical engineering. Kim's primary area of interest is financial analysis and modelling which she applies across a range of fields, including public finance, water services, urban systems and environment. Kim also has significant experience with municipal tariff setting.



- ▶ **Nick Graham** is a Director at PDG, responsible for the Municipal Services Practice Area. He is an urban geographer and registered professional engineer with master's degrees in civil engineering, environmental policy and urban geography. His particular interest is urban systems modelling and policy for city efficiency and fiscal impact. He has public sector experience in the housing, water, sanitation, solid waste, transport and energy sectors.



- ▶ **Mike Leslie** is a Director at PDG leading the Monitoring & Evaluation (M&E) Practice Area. He has a Masters of Philosophy in Community and Development and a Postgraduate Diploma in Monitoring and Evaluation. Mike specialises in public sector evaluations and M&E systems. His areas of expertise include evaluation approaches, designs and methodologies as well as M&E system development and consolidation. He is a legacy board member of the South African Monitoring & Evaluation Association (SAMEA) and an active organiser in the South African M&E community.



- ▶ **Nazreen Kola** is a Director at PDG and leads the Institutional Development Practice Area. She has a master's degree in Gender and Development and an undergraduate degree in International Studies. Her interdisciplinary skills set allows her to work across practices, particularly in the areas of policy and legislation, strategy, organisational and institutional development, planning, local government powers and functions, performance management, capacity building and knowledge management.



▶ **Claus Rabe** is a Director at PDG and leads the Urban Economies Practice Area. He holds a dual major in Policy Studies and Economics, a Masters in City and Regional Planning, and a Master of Science in Urban Management. Claus is an urban policy analyst with over 10 years' experience in the field of spatial planning, forecasting, infrastructure and urban economics. Prior to joining PDG, Claus was a principal planner at the City of Cape Town where he received the SAPI National Planning Award for his ground-breaking work on data-driven urban diagnostics.



▶ **Cara Hartley** is a Senior Consultant at PDG, focusing on the monitoring and evaluation of social and governance interventions. She holds a Masters in Political Science and a Postgraduate Diploma in Monitoring and Evaluation Methods. She is an experienced primary qualitative research practitioner; she also conducts descriptive statistical analysis and is familiar with quantitative evaluation methods. She is a member of the South African Monitoring and Evaluation Association (SAMEA) and a Mandela Rhodes scholar.



▶ **Anele Msomi** is a Consultant at PDG with an Honours in Political Science from the University of Cape Town. She is a social scientist with an interest in inter-governmental relations and how they can be improved using public policy. Her skills set includes qualitative primary research, data collection, qualitative analysis and reporting. She has experience in researching social and policy-related influences of social scientific knowledge in South Africa and has applied her skills set in impact evaluations and reviews across various fields including government management systems.



▶ **Ntina Reiersgord** is a Consultant at PDG. She currently holds a Master's Degree in Political Science from Stellenbosch University. She has a strong interest in Public Policy and Policy Evaluation. Her previous experience is in Higher Education Sector as a teaching assistant in Economics and a program manager for a study abroad program. Her skills set include qualitative primary research, data collection, qualitative analysis and reporting. She has applied these skills set in program evaluations and strategic planning across various fields.



▶ **Lerato Phasha** is a Senior Consultant at PDG. Lerato is a Senior Consultant at PDG. She has previous work experience in Local Government, having been a Revenue Manager and Acting CFO at a municipality in Limpopo. She has an MBA from Wits Business School, and a B-Tech Internal Audit from TUT. Her primary area of expertise is Policy and Strategy Development; Financial Management; Revenue data analysis and modeling, Budget forecasting and monitoring, SCM policy and regulation implementation.



▶ **Tracey Laban** is a Senior Consultant at PDG and is an experienced environmental specialist who has held various technical, strategic and management roles in the public and private sector. Her experience is largely in air quality management, leading atmospheric emissions sampling and analysis teams to determine the environmental footprint, undertaking baseline studies for environmental improvement projects, research and data interpretation, report writing, shaping air quality policies, engaging with government on law reforms, key stakeholder management and sustainable development reporting. She has also worked in the area of climate change adaptation, assisting government with the implementation of the National Framework for Climate Services to help guide future adaptation planning.



▶ **David Karpul** is a consultant with PDG since July 2022. He has honours and masters degrees in engineering, and a PhD in Engineering and Medicine. Through his research background, he has strong skills in bulk data analysis and automation, simulation and optimisation, statistical analysis and study design, and data visualisation. The recurring theme in his career is a desire to have an altruistic element in his work and has subsequently made the transition to the development sector from academia and private consulting. While his quantitative skills are used generally to support PDG, his primary focus is in Urban Data Analytics.

Our associates



▶ **Ian Palmer** is the founder of PDG. He started the firm in 1990, serving as the managing partner and then managing director for 19 years. In 2015 Ian retired as a director and full-time employee of PDG, but remains an associate of the firm and continues to contribute to projects as part of PDG teams. For the remainder he undertakes academic work as an Adjunct Professor at the African Centre for Cities, University of Cape Town. Ian has 45 years' experience in the fields of municipal services planning, municipal finance, inter-governmental relations, housing, roads, public transport and climate change mitigation. He has degrees in civil engineering, economics and environmental engineering.



▶ **Tim Mosdell** is a freelance consultant and associate of PDG. He also manages the Bicycling Empowerment Network (BEN). He was previously an employee and director of PDG for 12 years. Tim has a Masters Degree in Political Studies and an MBA. He worked extensively in the water sector, conducted a number of major programme evaluations, managed large empirical surveys, consulted in the municipal restructuring field, developed knowledge management methodologies, contributed to strategic responses to economic development and urban poverty, and managed projects related to sustainability and the environment.



▶ **Katie Herold** is an associate of PDG. She graduated with a MCom in Economics at University of Cape Town, a BCom Honours in Economics at Rhodes and a BCom degree in Politics, Philosophy and Economics at the University of Cape Town. Since joining PDG in December 2011, Katie has been involved in projects within the area of municipal finance and urban systems, such as analysing the impact of spatial growth on municipal sustainability. Within the solid waste sector, she worked on a financial sustainability model for the City of Cape Town, updated the national Solid Waste Tariff model and more recently, been involved in generating baseline waste context for South Africa.

Our company

PDG is a private limited liability company (Pty Ltd) owned by employees and an employee trust. We are 56.28% black-owned and have BEE Level 2 Status in terms of the Broad-Based Black Economic Empowerment Act. Although the company is managed by a board of directors, all staff are involved in strategic decision-making and undertaking management tasks.

PDG is an equal opportunity employer, with a strong affirmative action policy. PDG is committed to promoting diversity in its staff profile and ownership of the firm. This is being achieved through our approach to recruiting and a strong commitment to building the careers of those within the organisation.

The company is registered with the Services SETA and 2% of employee time is allocated to training and development according to our staff development plan.

Our clients

PDG aims to increase public benefit in all the work we do. Our success is built on the foundation of over thirty years of consulting experience in providing quality advice and support to a wide range of government departments across all the three spheres of government and other public sector stakeholders in South Africa and across the African continent.

[Client list on next page](#)

While most of our work is concentrated in South Africa, we have undertaken work in Ethiopia, Kenya, Lesotho, Mozambique, Namibia, Rwanda, Uganda, Zimbabwe and Zambia.

National government

• Department of Planning, Monitoring & Evaluation	• National Treasury	• Department of Transport	• Department of Mineral Resources and Energy
• Department of Social Development	• Department of Environmental Affairs	• Department of Human Settlements, Water and Sanitation	• Department of Cooperative Governance

Provincial government

We have assisted multiple provincial departments on strategic planning, monitoring and evaluation, infrastructure planning and municipal benchmarking in the Gauteng, Free State, Western Cape and Limpopo Provinces.

Local government

The core of our work for local clients is related to strategic planning with an emphasis on finance, policy and management. We have assisted municipalities with:

• Utility service costing	• Intergovernmental relations	• Performance management	• Medium term budgeting
• Long term growth projections	• Strategic planning	• Tariff setting	• Infrastructure investment planning
• Municipal policies	• Knowledge management	• Development charges	• Municipal re-structuring

Parastatals, public entities and associations

• Water Research Commission	• Council for Scientific and Industrial Research	• Financial and Fiscal Commission	• South African Cities Network
• South African National Biodiversity Institute	• National Energy Regulator of South Africa	• ESKOM	• South African Local Government Association
• Human Sciences Research Council	• Municipal Demarcation Board	• Water boards	

Development finance institutions

• World Bank	• Independent Development Trust	• Development Bank of Southern Africa	• African Development Bank
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Official Development Agencies

• GIZ	• USAID	• EU
• SECO	• DFID	• UNDP
• DANIDA	• UNEP	• UN Habitat

Social Responsibility

A formal allocation of a share of company profit is allocated annually to a development fund in recognition of the responsibility of the firm to the development of disadvantaged South Africans. The disbursement of these funds varies from year to year based on staff proposals on suitable, sustainable projects.

NGOs

• Centre for Affordable Housing Finance in Africa	• Raith Foundation
• The Mvula Trust	• Symphonia for South Africa
• Institute for Democracy in South Africa	• Isandla Institute

Private Sector

• Business Unity South Africa	• Anglo Coal
• Old Mutual	• National Business Initiative
• Holcim Cement	• Sakhisizwe Trust

Key projects

Additional projects are featured online at www.pdg.co.za and a full list of our projects can be provided on request.

Public Finance



Long Term Financing Plans for Five Intermediate City Municipalities

PDG prepared long-term financing plans and identify bankable infrastructure projects in five intermediate city municipalities. Following in-depth engagements with the municipalities, the plans were developed through bottom-up infrastructure modelling to project the expenditures, revenues and financing options over a 20-year period to ensure financial sustainability.



Assessment of the Viability of Municipalities in Gauteng and North West Provinces

PDG assessed the strength of the municipal revenue base in 24 municipalities and their ability to generate sufficient revenue from property rates and municipal services to communities. PDG developed a data-driven diagnostic model which simulates the impact of hypothetical interventions on the financial position of the municipality to identify and quantify the impact of the root cause(s) of non-viability for a given municipality.



Assessment of the Sustainability of Utility Services in Cape Town

PDG analysed the financial sustainability of water services, electricity services and solid waste management. The work included assessing: long term financial trends; the cost of Free Basic Services provision; allocation of the Equitable Share; the impact of various tariff increase scenarios; asset condition as a key indicator of long term sustainability; affordability to consumers; and the potential for efficiency gains.

Monitoring & Evaluation



Assessment of Government Evaluations

A web-based process management system was developed for quality assessments of government evaluations (Quality Assessment Tool). PDG was re-appointed for four phases of work in total including to develop an integrated system for managing government evaluations.



Development and Institutionalisation of the Infrastructure Progression Model

PDG developed an Infrastructure Progression Model (IPM) for the Infrastructure Delivery Improvement Programme (IDIP). The system profiled the capability of provincial departments of education and health to provide infrastructure and plotted this capability against measures of performance. The model was piloted in three provinces and rolled out nationally.



Evaluation of the Urban Settlements Development Grant

PDG undertook a design and implementation evaluation (formative evaluation) of the Urban Settlements Development Grant, on behalf of Department of Human Settlements, supported by DPME. The evaluation included four metro case studies and concluded with recommendations around improvements to the grant design and systems for its implementation.

Urban Systems



City of Cape Town Medium-Term Infrastructure Investment Framework

The project evaluated the costs and benefits of three scenarios for the spatial growth in Cape Town over the next 20 years. PDG was responsible for the financial analysis of the infrastructure implications of the city-wide future growth scenarios. This included a cost-benefit analysis of development scenarios, a concept note on the cost of housing versus public transport, and the development of a Spatial Costing Tool (SCOT).



Development of a Housing Strategy Tool for South African Metros

PDG developed a Housing Strategy Tool and supported Tshwane and eThekweni Metros to apply the tool in the development of their housing strategies as part of the annual Built Environment Performance Planning and Integrated Development Plan Review processes. The tool disaggregates housing demand by market segment in space and projects the space and cost implications of alternative housing delivery strategies.



Development of a Fiscal Impact Tool for South African Municipalities

The project involved a survey of metros and literature review to unpack current practices and tools that are used to evaluate the costs for large-scale developments to inform development decisions. This study determined that there are no existing tools that adequately calculate the long-term capital and operating costs that accrue to multiple actors as the result of large-scale developments, and the team then developed a Fiscal Impact Tool to calculate both fiscal and non-financial impacts.

Municipal Services



Financial mechanisms and models towards economic water resilience in the WC

The Western Cape Government initiated the economic water resilience project to try and address the impact of the drought on the economy of the province. In the first phase, PDG investigated the contexts under which a hybrid centralised-decentralised municipal water supply system could work in six municipalities. This included financial and economic modelling to understand hybrid systems will benefit or impact businesses and affect municipal revenue.



Feasibility study for a Landfill Disposal Tax

Despite the intentions of the National Waste Management Strategy to implement the waste management hierarchy, the vast majority of waste volumes in South Africa continue to be landfilled because landfill charges are very low, and are frequently not representative of the actual, direct costs of landfill. In addition, the broader costs of landfill, including the social and environmental externalities, are not considered.



Gauteng Infrastructure Investment Master Plan Framework

An Infrastructure Framework was developed as Phase 1 of the Gauteng Integrated Infrastructure Master Plan. The project involved a status quo and deficit analysis of all infrastructure in the Gauteng City Region and its key informants, followed by stakeholder engagement and infrastructure modelling to develop a framework document that highlighted the strategic infrastructure priorities and actions that needed to be taken in the Province.

Institutional Development



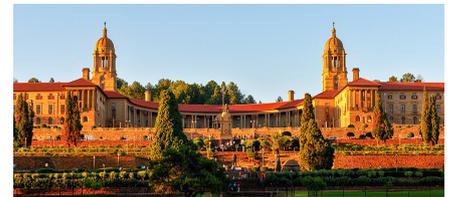
Synthesis Report on Reconfiguring District Government

PDG produced a synthesis report on the evidence-based policy process to date regarding reconfiguring district government. The work involved collating prior research undertaken on the topic and synthesising the recommendations for implementation by national government.



Assessment of National & Provincial Inter-Governmental Relations Structures

PDG assessed the functionality of the national and provincial intergovernmental relations structures constituted in terms of the Intergovernmental Framework Relations Act. The project assessed the functionality of all the nine Premier's Coordinating Forums, the six sector Ministerial/MEC Forums and the President's Coordinating Council. Lessons were documented on the challenges and obstacles faced by these structures in discharging their legislative mandates.



Powers & Functions Framework

PDG assessed the functionality of the current framework governing the division of powers and functions between the three spheres of government and drafted a new governance, policy and legislative framework for managing the allocation of these powers and functions.

Urban Economies



Gautrain Transaction Advisors

PDG was appointed by Pegasys to support its land-based financing team in estimating the anticipated revenue implications of extending the Gautrain rapid rail network. PDG's primary role was to model the long-term property rates revenue impact of the proposed extension accruing to the City of Johannesburg on the strength of an empirical analysis of property market trends in both served and unserved nodes since 2009, focusing specifically on the residential, office and retail property sectors.



Long-term Area-based Demographic Population Projections

PDG was responsible for leading a team of actuarial demographers in developing a population projection model for each area-based service delivery area in Cape Town from 2016-2040. Beyond leading the team, a spatial adjustment module was conceptualised and developed to account for the effect of path dependencies (e.g. housing pipeline), local capacities (e.g. land availability) and interdependencies (e.g. land markets and boundary effects) on demographic processes.



Cape Town Urban Development Index

PDG was part of a team who conceptualised a methodology for developing an Urban Development Index for the City of Cape Town. PDG were responsible for calculating the recurrent costs of land and housing in all transport zones across the city.