



## Company Profile

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**PDG is a firm that provides research, policy, strategic planning and management support to the public sector to ensure an efficient, effective and transformed government, with the ultimate goal of improving people's quality of life.**

Our professional team is diverse, multi-disciplinary and highly qualified, covering the fields of public management, engineering, economics, development finance, public policy, environmental science, sociology and law. We have successfully completed over 1000 projects since establishment in 1990.

### Overview

PDG's success is built on the foundation of over twenty seven 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 Southern Africa.

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 and public finance models for infrastructure investment planning.

### Nature of Work

PDG has occupied a niche role in South Africa and other African countries in public sector infrastructure investment, management and regulation consulting. The firm's services have expanded to include a broader range of public finance, public policy and management support services as well as allied environmental economics and management services.

The company's work falls into **four broad categories** across **ten inter-related practice areas**.

## Policy support

Assisting our clients to develop policies which are appropriate to the political and economic context. We have provided policy support in the areas of national and municipal infrastructure investment and finance; income, tariff and subsidy policies.

Assisting our clients with strategic planning, including economic planning, infrastructure investment and financial planning, regulatory strategies, development planning, and environmental management.

## Strategic planning

## Management support

Providing management support to clients in, amongst others, the areas of public-private partnerships, establishment of new business practices, institutional and organisational transformation and corporatisation, and financial planning.

Undertaking research in the fields of infrastructure economics, and infrastructure investment and finance. This emphasis on research makes PDG unusual for a private firm, influencing its work profile and the structure of its organisation.

## Research

Working across the following ten practice areas, or areas of specialisation, allows us to provide a wide range of value adding services and ties in well with our interdisciplinary skills set and approach. Each practice area is managed by a senior member of staff.

### PRACTICE AREAS

- **Public Finance**
- **Institutional Development and Inter-Governmental Relations**
- **Water Services**
- **Sustainable Urban Systems**
- **Monitoring & Evaluation**
- **Environment and Sustainability**
- **Municipal Systems**
- **Public Sector Governance**

### Client Profile

PDG aims to increase public benefit in all of the work it does. In the past, PDG has worked primarily with public sector clients. More recently, we have begun to work

with a broader range of clients including private sector firms, NGOs, Development Finance Institutions and private and publicly owned utilities.

Most of our work is concentrated within South Africa; however, we aim to carry out about 10% of our work with clients outside of South Africa to increase the diversity of our exposure and learning.

### ***National Government***

- Department of Planning, Monitoring & Evaluation
- National Treasury
- Department of Transport
- Department of Energy
- Department of Environmental Affairs
- Department of Water Affairs
- Department of Cooperative Governance
- Department of Human Settlements

### ***Provincial Governments***

We have assisted multiple provincial departments on strategic planning, monitoring and evaluation, infrastructure planning and municipal benchmarking.

### ***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:

- Intergovernmental relations
- Medium term budgeting
- Tariff setting
- Municipal re-structuring
- Infrastructure investment planning
- Performance management

### ***Parastatals***

- Water Research Commission
- ESKOM
- South African Cities Network
- South African Local Government Association
- Water boards
- Financial and Fiscal Commission
- National Energy Regulator of South Africa

### ***Development Finance Institutions***

- World Bank
- Development Bank of Southern Africa

### ***Official Development Agencies***

- GIZ
- USAID
- European Union
- DANIDA
- DFID

## NGOs

- Isandla Institute
- The Mvula Trust
- The Businesses Trust
- Institute for Democracy in South Africa

## Private Sector

- Old Mutual
- Anglo Coal
- Holcim Cement

## Our history

PDG was started in 1990 by Ian Palmer with the objective of offering development consulting services in an emerging field. The firm started off with a strong emphasis on applied research, consulting to parastatal organisations engaged in development and NGOs, as it did not wish to consult to the government of the time. Much of the initial work was in the water services, housing and energy fields, with emphasis on applying social and economic analysis to what were previously technically-driven sectors.

By 1995, when fresh opportunities arose to contribute to the building of a new government, PDG was fairly well established with eight consultants in two offices (Johannesburg and Cape Town). PDG expanded its focus from research to policy and public sector strategic management support, including financial, legal, management and environmental disciplines.

Between 1998 and 2005, the firm adjusted its ownership and control arrangements, to provide for greater participation by black professionals and to improve the way it is managed.

## Company ownership and staff profile

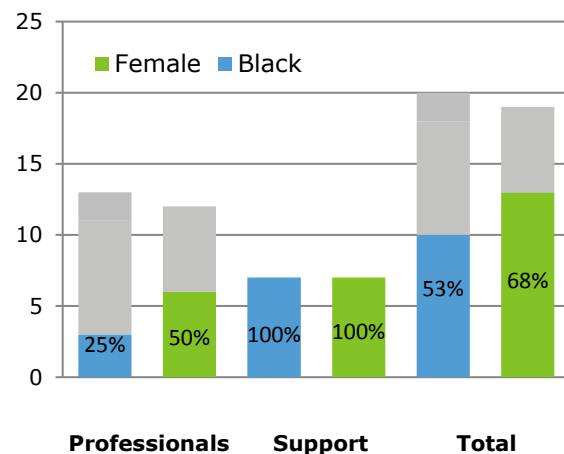
PDG is an employee owned company. The legal identity of the firm is a private limited liability company (Pty Ltd), but is structured as a partnership, with directors of the firm having equal shareholding and equal contributions to the control of the company.

Since PDG is an employee-owned business, improving black ownership is dependent on our ability to attract and promote black professionals to senior positions in the organisation.

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 new people 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.

Staff profile



## Social responsibility

A formal allocation of share of company profile 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.

## Professional Staff

We are a developing company - currently comprising 12 professionals and 7 support staff - with offices in Cape Town and Johannesburg.

**Nick Graham** is the Managing Director at PDG, responsible for the Sustainable Urban Systems Practice Area. He is an urban geographer and registered professional engineer with Masters degrees in civil engineering, environmental policy and urban geography. As a civil engineer he gained design and construction experience in a range of municipal services, but his focus has since shifted to infrastructure investment planning and analysis and financial modelling for local and national government initiatives. 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.

**Kim Walsh** is a Director at PDG and Chairperson of the Board, responsible for the Public Finance Practice Area. Kim has a Masters degree in economics and undergraduate degrees in economics and chemical engineering. Kim's primary area of interest is financial modeling and analysis 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.

**Gillian Sykes** is a Director and is responsible for the environmental practice area. She is a policy analyst, urban planner and environmental economist with a key interest in the intersection of municipal finance, service provision and sustainability concerns. She returned to PDG in April 2014 after five years in Canada during which time she worked as a Senior Regulatory Analyst at the British Columbia Utilities Commission, and completed her Masters' degree in Public Policy (specializing in Environmental Policy). Gillian's other qualifications include a Master of City and Regional Planning and a Bachelor of the Arts with dual majors in Economics and Environmental & Geographic Sciences from UCT. Her prior experience in PDG from 2001 to 2008 includes public financial policy work in the water, electricity, solid waste, public transport and environmental sectors, with advanced skills in modelling, and research. Since returning to PDG she has focused on building the environmental practice area. Gillian specializes in environmental economic, energy, and climate change issues with a strong background in urban infrastructure policy.

**Mike Leslie** is a Director specialising in government evaluations and monitoring and evaluation (M&E) systems. He has a Masters of Philosophy in Community and Development, a Bachelors of Arts in Humanities and a Postgraduate Diploma in Monitoring and Evaluation, all from Stellenbosch University. His areas of expertise include evaluation approaches, designs and methodologies as well as M&E system development and consolidation. He has experience in community development, participatory developmental approaches and applied social research methods. Mike's recent work has included a number of flagship national and provincial government evaluations. He is passionate about public policy, evidence-based planning, and M&E for improved developmental outcomes. 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.

**Karen Mehl** is a Director at PDG and has been in the employ since 2008. She has worked in various accounting positions over the last 13 years, and has experience in all levels of the accounting function, from basic bookkeeping to financial management.

**Nazreen Kola** is a senior consultant at PDG responsible for the Municipal Systems Practice Area. She has a Masters Degree in Gender and Development from the University of Sussex, UK, and an undergraduate degree in International Studies from the University of Saskatchewan, Canada. She has eight years working experience in the public sector. Since joining PDG in 2007, Nazreen has worked on and led a range of projects. She has been involved in monitoring and evaluation projects for national and provincial government, municipal policy and systems projects, performance management and benchmarking systems, local government powers and functions, inter-governmental relations, gender, policy and strategy projects, knowledge management, as well as various projects in the water and environmental sectors.

**Kevin Foster** is a Consultant at PDG. He has a Masters Degree in Public Policy and Administration and an undergraduate degree in Politics, Philosophy and Economics both from the University of Cape Town (UCT). His expertise includes qualitative research, qualitative and quantitative policy analysis. Since joining PDG, Kevin has worked on projects across the PDG practice areas, particularly in intergovernmental relations (IGR), environment, monitoring and evaluation (M&E) and urban systems. His work includes contributing to multiple projects for CoGTA, including assessing the functionality of South Africa's IGR system and assessing the role of district municipalities, and SALGA, including assessing the state of anti-fraud and anti-corruption measures in municipalities and costing the environmental management mandate for local government. In M&E he has contributed to an evaluation of the Management Performance Assessment Tool for DPME and piloting the UN Sustainable Development Goals' target 11 Indicator in the City of Cape Town. In Urban Systems he helped develop a system for analysing human settlements demand for the Western Cape Department of Human Settlements. His previous work experience includes political analysis and forecasting and economic development research to benefit local government.

**Brendon van Niekerk** is a consultant at PDG. He has an undergraduate degree in Civil Engineering from UCT and a Postgraduate Diploma in Business Management from Wits University Business School. Brendon's focus has been on Urban Systems and Public Finance while gaining experience across all PDG's practice areas. Brendon performs quantitative and qualitative research and analysis as well as financial and non-financial modelling. Significant projects that Brendon has worked on include research and case study visits to sub-Saharan African countries to investigate their use of land to finance urban infrastructure, analysing and modelling the fiscal impact of development strategies and performing a socio-economic impact study of the modal shift of freight from road to rail.

**Cara Hartley** is a Consultant with PDG focusing on the monitoring and evaluation of social and governance interventions. She holds a Master's degree in Political Science from Stellenbosch University. She is an experienced primary qualitative research practitioner; she also conducts descriptive statistical analysis and is familiar with quantitative evaluation methods. Cara has worked on several National Evaluation Plan and provincial evaluations. On an ongoing basis she conducts quality assessments of government evaluations for the Department of Planning, Monitoring and Evaluation. Her research interests include public sector planning, monitoring and evaluation; public participation; public health; public employment programmes and social cash transfers. She is a member of the South African Monitoring and Evaluation Association (SAMEA) and a Mandela Rhodes scholar.

**Jerome Kaplan** is a Consultant at PDG. He has a Master's degree in City and Regional Planning, as well as an undergraduate degree in Environmental Sciences and Public Policy, both from the University of Cape Town. Since joining PDG in 2015, Jerome has worked on a broad range of quantitative and qualitative projects within the Urban Systems, Public Finance, and Water Services practice areas. Prior to joining PDG he has had experience working as an Assistant Director in Integrated Development Planning in Western Cape Provincial Government; planning consultant to eThekweni Municipality; Spatial Planner within the City of Cape Town; and as a research consultant to the Department of Planning, Monitoring and Evaluation (DPME), in the Presidency.

**Lerato Shai** joined PDG in January 2016 as a consultant in the Cape Town office. Lerato has a Master of Commerce specialising in Applied Economics from the University of Cape Town and she is a fellow of the Allan Gray Orbis Foundation. Lerato has strong quantitative and qualitative skills which she has applied across different sectors locally and internationally, gaining diverse approaches to solving analytical problems. Prior to joining PDG, her experience included technical assistance on social development policy design, programme evaluation, dissemination of research outputs and compilation of technical and financial project proposals.

**Sonia George** has recently joined PDG as senior consultant. She has an undergraduate degree in Computer Science Engineering and an MBA. She has worked internationally as a business systems analyst, mainly in the healthcare field. Prior to joining PDG, Sonia worked for 8 years at EON Consulting, providing advisory services to the South African public sector in the fields of energy (revenue management and energy losses, Smart meter rollout, IPP Grid connection), water conservation and demand management, and municipal benchmarking.

**Claus Rabe** is an urban policy analyst with over 10 years' experience in the field of spatial planning, forecasting, infrastructure and urban economics. He holds a Masters in City and Regional Planning from University of Cape Town, and a Master of Science in Urban Management from the Berlin Institute of Technology. After consulting to various public and international development agencies in South Africa and abroad, Claus worked at the City of Cape Town for 5 years, most recently as a principal planner. Here he received the SAPI National Planning Award for his ground-breaking work on data-driven urban diagnostics, identified as best practice by National Treasury and currently being standardised into inter-governmental reporting frameworks. More recently, Claus led a team of engineers and municipal finance experts in the development of a spatially intelligent medium-term infrastructure costing tool. He lectures regularly to post-graduates and professionals on urban economics and innovation in government.

## Associates

**Ian Palmer** is the founder and Associate of PDG. He has 40 years experience in the fields of civil engineering and development. He founded PDG, a leading development consultancy in South Africa, in 1990, remaining part of PDG over the subsequent 25 years, 19 of which he has been the managing partner and then managing director. 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 half his time. For the remainder he undertakes academic work as an Adjunct Professor at the University of Cape Town attached to the African Centre for Cities. Over the period 1996 to 2012 Ian was a Trustee and Deputy Chairperson of Mvula Trust, a leading NGO in the field of water supply and sanitation. In addition over the past 25 years his work on water supply and sanitation includes leading 30 research and consulting projects in South Africa, Zambia and Mozambique. He has also been the team leader on 70 other projects in the realm of public sector service delivery including 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 an Associate PDG. He has a Masters Degree in Political Studies and a MBA. He has been consulting in the fields of development studies, public policy and public sector management since 1990. Since joining PDG in 2000 he has 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, has contributed to strategic responses to economic development and urban poverty, and has managed projects related to sustainability and the environment. Tim is responsible for leading PDG's work in the areas of poverty and urban economics, as well as institutional and programme evaluation. He has worked on a number of projects aimed at developing and implementing service standards. He also works in the municipal finance area.

**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 the area of municipal and project finance, updating the national solid waste tariff model and assessing the viability of the City of Windhoek's Landfill Gas to Energy project. She has worked in the field of monitoring and evaluation, reviewing the Limpopo M&E Framework and the Assessment of Government Evaluations for the DPME. She's worked in the area of social development and environmental sector, researching the demand for water in rural agriculture and the challenges facing Water User Associations. She was involved in a greenhouse gas mitigation project for DEA, focusing specifically on the AFOLU (Agricultural, Forestry and Other Land Use) emission projections in addition to assessing the socio-economic impact of all the proposed mitigation options. She's worked on urban system projects, focusing on township economics, with an emphasis on the non-residential property market and more recently, analysing the impact of spatial growth on municipal sustainability.

## Key Projects

A sample of key projects for each practice area is provided below. A full list of our projects can be found at [www.pdg.co.za](http://www.pdg.co.za).

### **Public Finance**

**MIG Policy Review:** PDG conducted a review of the policy for the Municipal Infrastructure Grant, one of the largest infrastructure grants in South Africa, for the Department of Cooperative Governance and Traditional Affairs. 2014

**Municipal Infrastructure Investment Framework (MIIF) Round 7:** The Municipal Infrastructure Investment Framework (MIIF) has been an ongoing initiative to estimate the need for investment in municipal infrastructure for South Africa as a whole and assess the factors which impact on the ability of municipalities to manage the required investments, including modelling of financial viability of municipalities. Round 7 of the MIIF was completed in 2009.

### **Water Services**

**Water Sector Institutional Realignment** – The project is intended to reform and realign the institutional landscape of the water sector institutions to ensure sustainable and effective outcomes. Deloitte Consulting Pty Ltd.



**DWA Legislative Review** – PDG in consortium with Pegasys Strategy and Development (Pegasys) was appointed by the Department of Water Affairs to review its Water Legislation in light of recent policy and legislative changes that have impacted on the roles and responsibilities of local government.

### ***Urban Systems***

**Fiscal Impact of Development Study:** PDG developed a complex spreadsheet tool to determine the long-term fiscal and non-fiscal impacts of large-scale developments on municipalities, the State, Public Entities, households and businesses for the South African Cities Network (SACN) and the National Treasury’s Cities Support Programme (CSP).

**Western Cape Human Settlement Demand Study:** PDG profiled existing datasets and used these to design a web-based updateable human settlements planning tool for the province to determine human settlement demand by municipality.

Urban infrastructure in Sub-Saharan Africa – harnessing land values, housing and transport: PDG conducted literature reviews and country case studies around infrastructure finance and housing in sub-Saharan Africa.

### ***Environment and Sustainability***

**Carbon Tax Support to National Treasury** – The National Treasury has contracted PDG to provide tax design support through research and analysis on specific design elements and to develop a technical review of the draft carbon tax policy paper which will be drafted by the Environmental and Fuel Tax Team.

**GIZ DEA Climate Change Toolkit** – PDG in partnership with SEA were appointed by the German Development Cooperation (GIZ) to provide Technical Assistance in developing a toolkit for climate change planning at municipality level.

### ***Institutional Development and Inter-governmental Relations***

**Joburg Municipal International Relations** – PDG was been appointed by the City of Johannesburg to review and update its 2001 Municipal International Relations (MIR) Policy.

**Powers & Functions Framework** – PDG, in association with the Community Law Centre at the University of the Western Cape and Wendy Ovens and Associates, was appointed by Department of Cooperative Governance to draft a new governance, policy or legislative framework for managing the allocation of powers and functions across the three spheres of government.

### ***Monitoring and Evaluation***

**Differential Barometer Approach** – PDG was contracted by the Department of Cooperative Governance for the development of a barometer and proposals for institutional arrangements to support the implementation of a differentiated approach to municipal support.

**Municipal Capacity Assessment 2011** – PDG was contracted by the Municipal Demarcation Board to implement the recently revised approach to assessing the capacity of municipalities.

**Management Performance Assessment Tool** – Through the Technical Assistance Unit of National Treasury, PDG was contracted to support the Department of Performance Monitoring and Evaluation in the Presidency, to develop tools for assessing management Performance of national and provincial departments.

## **Municipal Systems**

**Ward Participatory System Evaluation** – PDG was part of the GFA Consortium conducting the assessment of the effectiveness of the Ward Participatory System for COGTA and the EU.

**Johannesburg Performance Management Policy** - The project assessed the performance management policy and practice for non-Section 57 employees across the City of Johannesburg core administration, the Municipal Entities (MEs) and the Regions. City of Johannesburg.

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