



## 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, spatial planning, political science, environmental science, geography and social science. 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 financial planning and 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. PDG works primarily with public sector clients, but has also worked 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 Businesses Trust

- The Mvula 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 owned by employees and an employee trust. The legal identity of the firm is a private limited liability company (Pty Ltd) and is 51% black-owned and has BEE Level 2 Status in terms of the Broad-Based Black Economic Empowerment Act. The current directors own an equal share of 61% of the company, with the remainder held by a trust benefiting current and previous support staff.

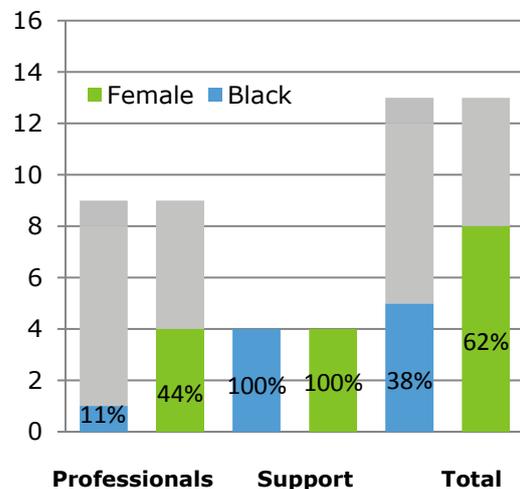
PDG is an equal opportunity employer, with a strong affirmative action policy. PDG is committed to promoting diversity in its staff profile and ownership of the firm. This is being achieved through our approach to recruiting new people and a strong commitment to building the careers of those within the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

**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.

**Staff profile**



## Professional Staff

We are a developing company - currently comprising 9 professionals, 3 support staff and 5 associates.

**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 the financial manager of the firm. She has been at PDG since 2008. Karen has worked in various accounting positions over the last 13 years, and has experience in all levels of financial management.

**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.

**Claus Rabe** is a Consultant and 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 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.

**Nazreen Kola** is an Associate of 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 an Associate of 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.

## 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 Framework Review 4:** In 2014 and 2015, 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. The project involved consultation via one-on-one engagements and workshops, municipal case studies and desktop modelling and analysis. The findings from these activities were drawn together to make proposals regarding changes to the MIG Policy Framework, as well as drafting of the Revised MIG Policy Framework.

**Gauteng Tariff Model:** PDG prepared an Excel based tariff model for Gauteng COGTA in support of a number of Gauteng municipalities in 2015. The model aims to set affordable tariffs for water, sanitation, electricity and solid waste that result in a fully funded municipal budget. The starting point is the calculation of the full cost of providing the relevant services. The model makes strategic decisions related to the allocation of external subsidies and internal cross-subsidies explicit.

### **Water Services**

**Water Sector Institutional Realignment** – PDG was a core team member on the project to assess institutional reform and realign the institutional landscape of the water sector institutions to ensure sustainable and effective outcomes. The specific objectives of this project was to develop an institutional framework with clearly defined roles, responsibilities and accountabilities; promote good governance, promote corporatisation of water sector institutions. PDG's work on the project included an assessment of the role of water boards, the WRC and water user associations.

**SALGA Assessment of Bulk Water Tariffs** – PDG was appointed by SALGA to develop SALGA's comments in response to section 42 of the municipal finance management act 56, 2003, as it relates to bulk water tariff increase for the financial year 2016/2017 and outlining the budgetary implications for municipalities in the short to medium term including development of comments on the published Pricing Strategy and Tariffs Norms and Standards.

## ***Urban Systems***

**CT Medium Term Infrastructure Framework:** PDG was appointed as part of a consortium led by AECOM to develop a Medium-Term Integrated Infrastructure Framework for the City of Cape Town. The project involved the evaluation of 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). The SCOT is an excel-based model that projects the capital and operating costs of multiple services (housing, transport, water, sanitation, electricity, solid waste, stormwater, municipal public services and provincial social services) and apportions these to multiple actors (households, businesses, the City and the State).

**Gauteng Infrastructure Framework:** PDG was part of a team led by Aurecon to develop an Infrastructure Framework as Phase 1 of the Gauteng Integrated Infrastructure Master Plan for the Gauteng Office of the Premier. 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.

## ***Environment and Sustainability***

**Municipal role in Environment Management:** PDG was appointed by the South African Local Government Association (SALGA) in collaboration with the Department of Environmental Affairs, to complete an assessment of the role of local government in Environmental Management and the establishment of the costs of performing Environmental Management functions. Through a partnership with EnAct International and Zenande Leadership PDG developed an Environmental Legal Protocol, defined a related set of Environmental Indicators and compiled a benchmark assessment of the costs to municipalities of implementing their Environmental Management responsibilities. The study includes two facilitated stakeholder workshops to pilot the Protocol and Indicators, complemented by a set of key stakeholder interviews across a representative sample of municipalities in all 9 provinces, to refine the cost benchmark assessment.

**WC Climate Change Mitigation Scenarios:** PDG developed climate change (energy and emissions) scenarios for the energy sector of the Western Cape. This entailed the development of an energy model for the Western Cape with the existing baseline information from the Western Cape Energy Consumption and Carbon Dioxide Emissions Database (2012). A selection of mitigation measures, informed by the national Mitigation Potential Analysis and stakeholder engagements through the project, were modelled according to a range of scenarios including: Business As Usual, All Possible [Mitigation] Measures (APM) and APM with a fuel switching (from coal to natural gas) scenario. These mitigation measures were then prioritised using a Multi-Criteria Analysis (MCA) to identify those measures which can optimally be introduced in the short-, medium- and long-term. The province planned to use the outputs of this study to inform its planning in terms of the Western Cape Climate Change Response Implementation Framework.

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

**Assessment of National and Provincial IGR structures:** PDG has been appointed by COGTA to conduct an assessment of the functionality of the national and provincial intergovernmental relations structures constituted in terms of the IGRFA, 2005. The project objectives are to assess the functionality of all the nine PCFs, the six sector

MinMecs and the PCC; exact lessons on challenges and obstacles faced by IGR in discharging their legislative and developmental mandate.

**Intergovernmental Provincial Framework:** PDG was appointed by COGTA to develop an Intergovernmental Planning Framework and Implementation Plan to ensure the integration, alignment and coordination of planning and implementation process across the spheres of government, with a view to ensuring that the activities of all the sectors of government complement each other and ensure that the government's priorities are addressed in a coherent and systematic way.

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

**Assessment of Government Evaluations (1,2 &3):** The initial project (1) was to develop the methodology and instruments for undertaking quality assessments of all known government evaluations conducted between 2006-2011. PDG completed quality assessments of 93 government evaluations drawing on the expertise of a panel of evaluators from across South Africa. This informed the development of a web-based process management system (QA system) to streamline the quality assessment process. After this was successfully delivered, PDG was re-appointed for a second phase (2): to develop an integrated system for managing government evaluations and undertake another round of quality assessments. PDG was subsequently re-appointed for three more components (3): an improvement plan tracking system; another round of quality assessments; and an upgrade of the public evaluation repository to integrate directly within an encompassing web-based evaluation management information system (EMIS). All web-based project components have now been successfully completed and handed over to the Department of Planning, Monitoring and Evaluation and over 150 quality assessments have been completed to date.

**Citizen based monitoring evaluation:** PDG was appointed by the Department of Planning, Monitoring and Evaluation (DPME) to conduct an Implementation evaluation of the Citizen Based Monitoring Model. A participatory evaluative approach was adopted for this evaluation which combined both design and implementation evaluation elements to assess the pilot programme across service sites (e.g. SAPS, SASSA, DOH and DSD) in five provinces. The assessment identifies the strengths and weaknesses of the pilot while making recommendations to inform a future strategy for citizen-based monitoring.

### ***Public Sector Governance***

**Municipal support and intervention framework:** PDG was appointed assist with the development of a practical municipal support and intervention model for SALGA.

**World Bank Partnership Practice** - The overall objective of this assignment was to research policy and practice in South Africa with regard to the proactive disclosure of pre-and post-procurement information in PPPs. The purpose of the study was to help foster more transparent, effective and accountable governance, through setting out best practice for information disclosure in PPPs from around the world, and lessons learned.

### ***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. Our role was that of content experts and PDG and Professor Piper were responsible for the Literature Review, Evaluation Framework, Qualitative Case Studies, Overall analysis of quantitative and qualitative findings and recommendations in the research report.. GFA Consulting Group GmbH.

**Johannesburg Performance Management Policy** - The project assessed the performance management policy and practice for non-Section 57 employees across the City of Jo'burg core administration, the Municipal Entities (MEs) and the Regions taking into account the desegregation of employees by levels (employees below Section 57). The City of Jo'burg has within its Performance Management Systems developed separate policies for Section 57 employees and non-Section 57 employees. Further, there is a mix of contractual arrangements which are either fixed term contracts or permanent employment contracts, and as noted City of Jo'burg has encountered challenges in the standardised application and uptake of the Project Management Systems. City of Johannesburg.

## Contact Details

### Cape Town Office

Telephone: +27(0)21 671 1402      Fax: +27(0)21 671 1409

Physical Address:  
Ubunye House, 1<sup>st</sup> floor  
70 Rosmead Avenue  
Kenilworth  
7708

Postal address:  
P O Box 46830  
Glosderry  
7702

**Website:** [www.pdg.co.za](http://www.pdg.co.za)

**Email:** [info@pdg.co.za](mailto:info@pdg.co.za)