



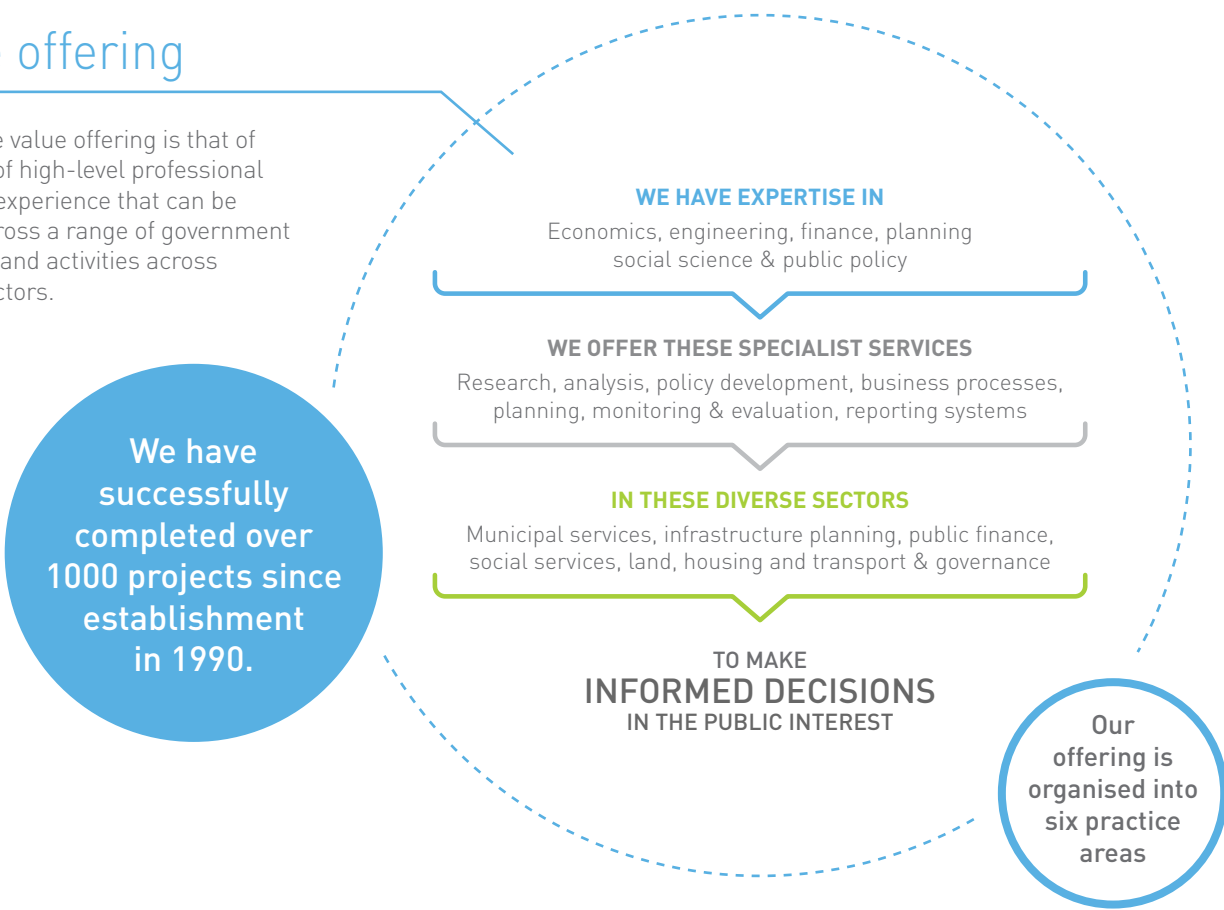
Company overview

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 thirty 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.





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 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 undertaking policy work at national and provincial scales.



CLIMATE & ENVIRONMENT

PDG has a strong track record in environmental economics and management services to public sector clients. More recently, our services included providing technical advice for mainstreaming climate resilience into catalytic land development programmes and infrastructure investments to support cities. With the anticipated promulgation of the Climate Change Act, municipalities will require support to understand their new mandate and to integrate climate mitigation and adaptation resilience into their development planning. Harnessing its extensive experience at the local government level, PDG's vision is to support municipalities integrate climate change responses into their municipal planning and municipal budgets, develop monitoring and evaluation frameworks to assess climate related programmes and improve municipal access to climate finance.

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



▶ **Mike Leslie** is the Managing 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.



▶ **Kim Walsh** is a 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.



▶ **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 received the SAPI National Planning Award for his ground-breaking work on data-driven urban diagnostics.



▶ **Cara Hartley** is a Director 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.



▶ **Lelethu Bodlani** is a Consultant at PDG and started as an intern in January 2022. She currently holds a Master's Degree in Economics from the University of the Western Cape. She has a strong interest in public sector development, municipal governance, financial modelling and analysis to support municipal services and green finance. Her previous experience is in financial development and inclusion in Sub Saharan Africa and East Africa. Her skills set include quantitative research and analysis, financial modelling, qualitative analysis and reporting, market research, and providing technical support.



▶ **Mildred Nakkungu** a Consultant at PDG. She comes with a range of expertise across the fields of the built environment, sustainable development and governmental structures. She has a developed skill set in sustainable building design; thermal, solar, and daylight analysis; and qualitative research. Her academic research focuses on cities, with particular interest in the institutional, legislative and politic logics used to govern municipalities. She hopes to utilise her diverse skillset by contributing to a holistically sustainable future in our cities.



▶ **Njabulo Ndaba** is a Consultant at PDG, having joined the organization in January 2023. He holds a Master's Degree in Economics from the University of the Western Cape and brings a wealth of knowledge and expertise in the area of financial inclusion and financial health. His focus is on improving the financial lives of low-income households and women throughout Africa. Njabulo possesses a diverse skill set, including proficiency in qualitative primary research, quantitative research and analysis, and reporting. He is deeply passionate about inclusive financial integrity, Anti-Money Laundering and compliance, and digital identity, and is dedicated to utilising his skills and knowledge to make a positive impact in these areas.



▶ **Daniel Moody** is a Consultant at PDG. He is a development practitioner, MERL specialist, researcher and environmentalist concentrating on socio-economic, developmental and environmental issues in the Global South. Combining excellent academic credentials with a diversified work portfolio, he seeks to use his skills, knowledge and passion to develop and implement socially-orientated, sustainable and evidence-based solutions to some of Africa's major developmental challenges.



▶ **Sophiya Gabier** is a Consultant at PDG. Sophiya's academic background is in Environment and Development studies, where she pursued her honours in BCom-Public and Development Management, at Stellenbosch University. She is passionate about developing a more sustainable economy, and this passion serves as her motivation to effectively apply her knowledge of the environment, policies and legislation with a sustainable approach to contribute towards the greater benefit of society. She is committed to utilizing her education and enhancing her skills to make a positive impact in the field of sustainability and development.



▶ **Simon van Blerk** is a consultant at PDG, having joined the organisation in January 2024. Before joining PDG, he worked as registered professional engineer within the municipal services sector and has extensive experience in water, sewer, roads and stormwater designs. Apart from advising municipalities with technical aspects of municipal infrastructure, he also has experience in infrastructure planning and funding.



▶ **Jerusha Govender** consultant at PDG specializing in innovation and tech-enabled M&E. She has worked extensively as a social entrepreneur and advisor in promoting responsible data practices and systems, data communication and the use of information for decision-making in development sector in Africa. Jerusha has led data and M&E projects with government departments, NGOs, and foundations. She has held leadership positions at Data Innovators as a Co-Founder, served on the board of the South African Monitoring and Evaluation Association, and is currently on the board of Field Band Foundation.



▶ **Zuhayr Mahomed** is an intern at PDG. Zuhayr's academic background is in Economics, where he pursued his BCom Honours in Economics, at the University of KwaZulu-Natal. He is passionate about social justice and sustainable development, and this drives his commitment to navigating complexities and delivering innovative solutions in an ever-evolving socio-economic environment. Zuhayr is a fellow of the Auwal Socio-Economic Research Institute's Future Leaders Programme and has previously interned at Open Secrets.

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

Our company

PDG is a private limited liability company (Pty Ltd) owned by employees and an employee trust. We are 51% 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



Supporting increased private sector participation in climate resilient metro projects

PDG, in partnership with HR&A Advisors, led a large consortium of local and international consultants to assess business and technical feasibility at the project level for nine climate-resilient projects and to enhance municipal capacity-building by actively collaborating with municipal officials and project champions to assess and improve the project plans to a point where both the resilience impact and attractiveness for investment are maximized.



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.



Long term financial plans for five Intermediate

PDG, in association with Aurecon, Johan Kruger and CP2C, was appointed by the National Treasury through the Development Bank of Southern Africa to prepare long-term financing plans and identify bankable infrastructure projects in four local municipalities. The study included data gathering; preparing detailed status quo reports; running a bespoke financial model to project financial performance over 10 years under the current

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.

Municipal Services



Western Cape Integrated Drought and Water Response Plan

A team led by Zutari, and including PDG, was tasked with developing a plan to match water resources and water services infrastructure with the projected demand for water up to 2040. PDG performed a number of roles on this multi-faceted project. In the initial phases, we undertook a legislative and policy review and identified the economic growth potential of industrial and commercial sectors driving the demand for water.



Mbombela Transformative River and Stormwater Management Programme

The City of Mbombela (CoM) recognised the plethora of benefits of improved riverine and stormwater management and commenced with the design of the Mbombela Transformative River and Stormwater Management Programme (MTRSMP), supported by the GIZ and AIVIA. PDG was sub-contracted to AIVIA to carry out select project tasks, including the organisation and institutional development components, Regulatory Framework for MTRSMP and modelling the benefit-cost analysis.



Beyond the Gap Scenarios for Water Services in South Africa

South Africa has endorsed the Sustainable Development Goal (SDG) targets and has committed to achieving these by 2030. The Development Bank of Southern Africa (DBSA) partnered with the World Bank to take stock of South Africa's progress towards achieving the global Sustainable Development Goals (SDGs) through applying the World Bank's Beyond the Gap methodology in a number of sectors. PDG was appointed to undertake the assessment of the costs to achieve the SDG 6 Goals for water and sanitation.

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



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.



Impact of Flood Hazard on Property Prices

In many rapidly growing cities in the Developing South, an increasing proportion of households live in areas prone to flooding. In this paper's case study of Cape Town (South Africa), the impact of rapid formal and informal urban development on flood risk is amplified by pre-existing economic vulnerabilities. Mitigating the impact of flood risk on households presents an allocative problem for a fiscally constrained city government facing pressing economic, infrastructural, and social challenges.



Market demand assessment for Gateway precinct in Cape Town

PDG was part of a team led by Zutari, as part of a baseline socio-economic analysis of the Gateway Precinct which informed the master planning exercise for the Foreshore Area driven by the City of Cape Town's Urban Catalytic Investment Unit.

Climate & Environment



Socio-economic and environmental impact assessment of GHG strategies

PDG, subcontractor to CAMCO was contracted to GIZ to complete research for the Department of Environmental Affairs to: (i) project national GHG emissions into the future (thereby establishing an updated emissions baseline in the absence of further mitigation initiatives, (ii) identify and analyse mitigation opportunities in key sectors of the economy and (iii) conduct a socio-economic and environmental assessment of the identified mitigation options.



Western Cape Climate Change Mitigation Scenarios

Climate change is a global concern, and measures are being taken within all spheres of the South African government to mitigate impacts. The Western Cape Government had undertaken previous research on energy and climate change to develop an energy and greenhouse gas emissions database, which provided important baseline data to understand the energy use and emissions profiles per sector in the province. This study sought to use and build on this research by identifying the emission reduction potential of a range of climate change mitigation scenarios.



Defining the role of Local Government in Environmental Management

SALGA and the Department of Environmental Affairs jointly funded a study aimed at defining the role of Local Government in Environmental Management and establishing 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.