



PERSONAL DETAILS

Date of Birth:	16 October 1976
Languages:	English (Excellent), Afrikaans (Fair)
Prof. membership:	Economic Society of South Africa Ref No. 00160 CIGFARO Affiliate member number 2411
Years' experience:	20 years
Countries worked in:	South Africa, Zambia, Rwanda

CONTACT INFO

Office:	+27 21 671 1402
Mobile:	+27 82 570 4565
Email:	kim@pdg.co.za

ACADEMIC BACKGROUND

- BComm Economics, University of South Africa (part-time), South Africa, 2007
- MSc Economics (with reference to Africa): University of London (Distinction), UK, 2005
- BSc (Chemical engineering): University of Cape Town, (graduated with First Class Honours), South Africa, 1998

FIELD OF SPECIALISATION

Kim's primary area of interest using financial analysis and modelling to understand and improve the viability of municipalities or municipal services. Related to this, Kim has significant experience with municipal tariff setting and assessing the affordability of municipal services. She has also applied her financial modelling skills to other sectors, primarily water services, urban systems, energy and environment.

WORK EXPERIENCE

Jan 2006 – present

PDG, Cape Town, South Africa

Director since December 2011

Managing Director from Sep 2019 to August 2023

Jan 2003 – Dec 2005

Legion Ltd (London)
Consultant

Jan 1999 – Dec 2002

Unilever South Africa, Cape Town, South Africa
Development Manager

KEY PROJECTS

2025 ongoing: National Treasury local government fiscal framework: Leading a team that is supporting National Treasury to undertake stakeholder engagement and provide an evidence base for revisions to the local government fiscal framework, specifically the vertical share of revenue to local government, and the horizontal distribution of revenue between municipalities. Analysis will include quantification of the efficient and effective expenditures that local government must incur to fulfil its functions, the maximum revenue that it can potentially raise, and an assessment of how these differ from municipality to municipality.

2024 to 2025: Zambian Infrastructure Investment Framework and long-term financial plans: Led a team appointed by the African Development Bank that prepared an Infrastructure Investment Framework for Zambia and long-term financial plans for twelve sub-national entities (six water and sanitation companies and six local authorities) in the country. The study included engaging with stakeholders, gathering data, using a bespoke PDG Excel-based tool to undertake analysis, presenting results and writing reports. PDG also trained users at the AFDB and Zambian ministries and utilities to use the tool.

2024 to 2025: Electricity Distribution Industry reform: Led analysis, stakeholder engagement and reporting on key financial and fiscal issues in the Electricity Distribution Industry (EDI) for the National Electricity Crisis Committee (NECOM) as part of a team of consultants who provided inputs into a Roadmap for the reform of the EDI.

2024 to 2025: Rebuilding the Grid: Wrote a policy briefing paper on electricity price trajectories in South Africa as a member of a team brought together by Sustainable Energy Africa (SEA) to support the Presidential Climate Commission (PCC) with policy research and support for electricity pricing reform and municipal energy procurement. Kim also participated in capacity building workshops with energy sector stakeholders on topics related to electricity pricing.

2024: Alternative energy in informal settlements: Led financial analysis as part of a team led by Sticky Situations to establish a business case for alternative energy solutions in informal settlements in the City of Johannesburg for C40.

2024: SALGA bulk tariffs review round 7: Part of a team that was appointed by SALGA to review bulk tariffs for water boards, DWS raw water tariff and Eskom's bulk electricity tariff and provide comment on behalf of SALGA. Kim led the work on the review of the Eskom MYPD6 tariff application.

2024: Kokstad energy transition: Led a team sub-contracted by the Centre for Sustainability Transitions at Stellenbosch University that built a high-level tool to assist a municipality to understand the impacts of changes in revenue due to the energy transition on its overall finances. The tool was applied to support Greater Kokstad municipality to understand the impact of the energy transition on their finances.

2023 to 2025: Innovative water tariffs: Led a team appointed by the Water Research Commission (WRC) to explore innovations to water tariff structures in South Africa that would support revenue sufficiency while promoting conservation. The study included a review of literature to identify possible innovative tariff structures followed by the selection of three alternative structures and testing their impacts in four case study municipalities. It concluded with recommendations on the extent to which each structure is appropriate in South Africa, and the conditions under which this is so, presented in a final report and webinar.

2023 to 2024: SALGA local government fiscal framework: Led a team that assisted SALGA to make a case for an increase in the vertical share of revenue to local government. PDG undertook a comprehensive financial modelling exercise to calculate the adequate expenditure levels for South African municipalities to fulfil their legislated mandates in different contexts, accounting for a fiscal effort gap, an efficiency gap and an unfunded mandate gap. Even after these gaps are accounted for, the research provided a case for the increase of fiscal transfers to local government.

2023 to 2024: City of Cape Town energy financial scenarios: Led a team that conducted research for the City of Cape Town to improve understanding of the implications of a changing energy system and expected transitions within the municipal electricity utility on the City's revenues over time. The study considered energy scenarios, their impacts on the financial performance of the electricity business in the City, and options for financial and tariff reform to manage these impacts.

2023 to 2024: Water investment needs: Led a team commissioned by the Development Bank of South Africa to update and extend previous analysis on what it would cost to achieve the water and sanitation Sustainable Development Goals (SDGs) in South Africa. The update extended previous analysis to 2050 and included the costs of infrastructure for non-potable water provision.

2023 to 2024: Assessing the effectiveness of provincial support to selected municipalities on MIG implementation in WC: Led a team appointed by the Department of Cooperative Governance to undertake an assessment of the effectiveness of provincial support to selected municipalities in the Western Cape province on MIG implementation. The study involved data collection via interviews with municipal officials, focus group discussions and an online questionnaire; analysis and triangulation of the data; and drafting a report on the findings.

2023 to 2024: Utilities approach to analysing municipal financial performance: Led a team that supported the Southern Centre for Inequality Studies by conducting analysis of the financial performance of each of the four utility services, namely electricity, water, wastewater and solid waste, provided by municipalities over the past five to ten years. The study included gathering data, developing an Excel-based tool, using the tool to conduct analysis and writing a narrative report on the findings.

2022 to 2024: Funding rural, social and economic development: Led a team appointed by Cape Winelands District Municipality to conduct an assessment of the provision of rural, social and economic development services in the district and the five local municipalities that it serves in order to identify areas of overlap and make recommendations with regard to how these services should be provided to ensure optimal use of public funds and maximise service delivery.

2022 to 2024: Implications of water board expansion: Led a team that conducted analysis for DWS through the WRC on the impact of expanding the boundaries of the nine water boards on their financial performance and position, as well as providing high level comment on whether this will enable improved service delivery. A second phase of work explored the financial implications of water boards taking on some retail activities.

2022 to 2023: Alternative sanitation provision in informal settlements: Led a team that undertook research and analysis to identify and evaluate different service provision models for alternative sanitation provision in informal settlements in the City of Cape Town. This included the development of a bespoke financial model to assess the financial implications of each service delivery model.

2022: State of City Finances Report 2022: Lead a team that drafted the State of City Finances report 2022 on behalf of the South African Cities Network (SACN). The team undertook quantitative analysis and interviews with city officials and other experts to inform the report, as well as writing the report itself.

2021 to 2022: Supporting increased private sector participation in metro level resilient linked capital investment: Project Director for a large consortium of local and international consultants appointed by the World Bank to support South African seven metro municipalities with project preparation for eight resilience-linked projects, covering stormwater management, riverine ecosystem restoration, renewable energy and waste management.

2021: Assessment of the viability of municipalities in Eastern Cape and Northern Cape provinces: Led a team that assessed the viability of municipalities in the Eastern Cape and Northern Cape provinces for National Treasury. The assessment considered the financial performance of municipalities given their economic base in order to identify appropriate policy interventions. This followed a similar project conducted in Gauteng and North West provinces in 2018.

2022: Municipal household debt analysis: Led a team appointed by SALGA to conduct analysis on debt owed by households to municipalities and to make recommendations on strategies to be considered in writing off debt older than 90 days. The analysis included modelling scenarios for debt write-off and understanding the implications of these scenarios for various stakeholders.

2020 to 2021: Future Cities Programme: Cape Town ability to pay: Part of a large team appointed through the Future Cities Programme to do work in three metropolitan municipalities. Led a stream of work in Cape Town in 2020 and 2021 that focussed on research to support improved understanding of the affordability of municipal services, developing a tool to map ability to pay across the city.

2019 to 2020: Affordability of water tool: Led a team that developed an online tool that municipalities can use to test the affordability of their water tariffs.

2018 to 2019: Financial analysis of alternative energy solutions for low-income households in Cape Town: Led a team that conducted financial modelling on various options to provide optimal energy services to low-income households (LIHHs) in the City of Cape Town. We analysed the cost of supply of electricity to LIHHs and quantified the cross-subsidies in place. We then developed a model that compared the Net Present Value of the net costs of several energy services packages projected over 10 years. Finally, we undertook analysis on how the favoured alternative might be funded.

2018 to 2020: Long term financing plans for four intermediate city municipalities: Led a team that prepared long term financial plans for four local municipalities (Mogale City, Mbombela, Swartland and City of Matlosana) on behalf of National Treasury.

2019: Tariff methodology and tool: Led a team that reviewed existing tariff setting tools and methodologies for water, sanitation, electricity and solid waste tariffs; and developed a new tool and methodology for National Treasury that built on and improves on those that already exist, particularly in terms of user friendliness.

2019: Tariff assessment and methodology: Led a team that conducted an assessment of tariff setting for water, sanitation, electricity and solid waste in 24 local municipalities in North West and Gauteng provinces for National Treasury. A methodology on how to ensure that tariff increases reflect increases in costs was also prepared as part of the study.

2018 to 2019: Financial mechanisms and models towards economic water resilience in the Western Cape: Led the financial modelling component of a study to assess the impact of decentralised water supply on the financial performance of municipalities in the Western Cape.

2018: Market Assessment for an Infrastructure Debt Funding Facility: Conducted a market assessment on a proposed new municipal infrastructure financing instrument. This included assessment of both supply side and demand side constraints on the municipal infrastructure finance environment.

2017/18: Intermediate City Municipalities Grant Framework: Developed a grant framework for a grant to support infrastructure development in second tier cities in support of the Integrated Urban Development Framework. Also provided support to the Department of Cooperative Governance in 2018 in preparation for implementation of the grant.

2016 to 2018: Affordability of water: Led a team that did a study on the affordability of water services for the Water Research Commission.

2014 to 2017: Assessment of the Sustainability of Utility Services in Cape Town: Led a team appointed by the City of Cape Town's Utility Services Directorate to investigate the financial sustainability of utility services, with a focus on sustainability, efficiency and affordability of services.

2016: Assessment of the Adequacy of Metro Own Revenues: Led a team appointed by National Treasury through GIZ to assess the adequacy of own revenue sources in the metropolitan municipalities.

2015/16: Municipal Infrastructure Grant Policy Review: Led a PDG team that produced a revised MIG Policy Framework. This included stakeholder consultation, municipal case studies, desktop analysis and financial modelling, as well as report and policy drafting. An extension to the original scope of the project included preliminary work on including a performance-based incentive component in the MIG and developing proposals for the introduction of a new MIG 'stream' for secondary cities.

2010/11: P3 tariff setting guide: Drafted a guide to setting basic municipal tariffs for P3, a co-operation between the local government organisations in Sweden, South Africa, Botswana and Namibia.

PUBLICATIONS

SACN (SOUTH AFRICAN CITIES NETWORK). 2022. State of City Finances Report 2022. Johannesburg: South African cities Network. ISBN: 9780-0-621-50724-9. Lead author.

WALSH, K., SHAI, L AND MBANGATA, T. 2019. Assessing the affordability of water services for residential consumers in South African municipalities. Water Research Commission. ISBN: 978-0-6392-0086-6

WALSH, K. & FOSTER, K. 2017. Assisting municipalities to determine the most appropriate indicator for funding allocations towards maintenance. Water Research Commission. ISBN: 978-1-4312-0914-9.

PALMER, I., PALADH, R., KAPLAN, J. & WALSH, K. 2017. Developing innovative approaches to national allocations and transfers to local government and its use. Water Research Commission. ISBN: 978-1-4312-0917-0.

PALMER, I, WALSH, K, GRAHAM, N & GOLDBLATT, M. 2013. 'Financial implications of demand-side management for electricity and water' Chapter 6 in South African Cities Network (Ed) 2013 State of City Finances: Towards sustainable municipal finances, South African Cities Network, Johannesburg, pp.149-171.

WALSH, K. 2008. The use of financial models for Infrastructure Investment Planning. Journal of the Institute of Municipal Finance Officer. Vol 9(1).

WALSH, K. 2008. The impact of Large Consumer Unit Size on Water and Sanitation Services in Lower Income Urban Areas in South Africa. Water Research Commission. ISBN: 978-1-77005-788-3.