



COMPANY OVERVIEW

Our professional team is diverse, multi-disciplinary, innovative 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-five years of consulting experience in providing quality advice and support to a wide range of government departments across all three spheres of government, funders and other public sector stakeholders in South Africa and across the African continent.

VALUE OFFERING

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

We have successfully completed over 1300 projects since establishment in 1990.

WE HAVE EXPERTISE IN

Economics, engineering, finance, planning
social science & public policy

WE OFFER THESE SPECIALIST

Research, analysis, policy development, business processes,
planning, monitoring & evaluation, reporting systems, data communication

IN THESE DIVERSE SECTORS

Municipal services, infrastructure planning, public finance,
social services, land, housing and transport & governance

TO MAKE
INFORMED DECISIONS
IN THE PUBLIC INTEREST

Our offering is organised into seven practice areas



PUBLIC FINANCE

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



MONITORING & EVALUATION

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



URBAN 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 REFORM

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.



INNOVATION

PDG's Innovation Practice Area focuses on embedding innovation within public sector systems to enhance learning, responsiveness, and service delivery. We support government and development partners through services such as the design and evaluation of technology and innovation-based interventions, co-creation and foresight processes, and requirements and business case development for new solutions. Drawing on design thinking, African-rooted practices, and advanced analytical tools such as network mapping, and statistical analysis, we help clients apply innovation to strengthen evidence-based decision-making and adaptive management in complex environments.



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.



- ▶ **Nazreen Kola** is a Director at PDG and leads the Institutional Reform 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 reform, planning, local government powers and functions, performance management, capacity building and knowledge management.



- ▶ **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.



▶ **Jerusha Govender** is a Director at PDG specialising 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.



▶ **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** is 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.



▶ **Zuhayr Mahomed** is a Consultant 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.



▶ **Lukhanyiso Ndevu** is a Consultant at PDG. He has a MPhil in Engineering for Sustainable Development from Cambridge, and his Masters project focuses on the Just Energy Transition (specifically off-grid solar) in Africa. He has experience working with resilient infrastructure projects, especially water infrastructure, as well as with a range of South African public sector institutions. Building on his water engineering experience, he has undertaken a fellowship as part of the African Union's Continental Arica Water Investment Programme (AIP) which aims mobilise finance towards Africa's water security.



▶ **Thulani Mliwana** is an Consultant at PDG. He is an urban resilience specialist with experience advancing climate adptation, water security and sustainable urban development in African Cities. He is a strategic leader in the design of scalable solutions, public-private partnerships, and large-scale project execution, with a focus on investment mobilisation and partnerships with international funding institutions. He is adept at bridging engineering expertise and policy advocacy to drive inclusive urban planning to protect vulnerable communities.



- ▶ **Claudia Hitzeroth** is a Consultant at PDG. She is an urban development practitioner specialising in human settlements, municipal finance and urban resilience. She is a researcher, policy analyst and facilitator who has extensive experience in housing finance, affordable housing delivery mechanisms, land-based financing, land value capture and public land management. Additional areas of expertise include sustainable development for cities, infrastructure financing and urban innovation.



- ▶ **Thari Moroke** is a Consultant at PDG. She is passionate about bridging the gap between well-written policies and their practical implementation, especially for underserved communities. Through her studies and past work experience she has developed knowledge of the South African public sector and policy environment, with a focus on industrial policy, investment facilitation, inclusive growth, and structural transformation. She has experience in qualitative data collection as well as the analysis of literature, policies, and other secondary data and documents. Through her participation in voluntary and leadership development initiatives, she has further honed her skills in project design, management and implementation.

OUR ASSOCIATES



- ▶ **Ian Palmer** is the founder and an Associate 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 over 45 years' experience in the fields of municipal services planning, municipal finance, inter-governmental relations, housing, roads, public transport and climate change.



- ▶ **Nick Graham** is an Associate of PDG. He previously held a position as Director 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.



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

OUR COMPANY

PDG is a private limited liability company (Pty Ltd) owned by employees and an employee trust. We are 67.21% 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 |
|--------------|---------------------------------|---------------------------------------|----------------------------|

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



Infrastructure Investment Framework and Long-Term Financial Plans in Zambia

The African Development Bank's (AfDB) programme for strengthening capacity for subnational infrastructure services delivery and financing has recognised that technical plans and strategies related to the provision of infrastructure services are often not converted into financial plans. This study aimed to address this by developing an Infrastructure Investment Framework for Zambia and Long-Term Financial Plans for twelve subnational entities (six water and sanitation utilities and six local authorities).



City of Cape Town Energy Scenarios

The energy system in South Africa is undergoing a fundamental transition. There are changes taking place in the demand for electricity, as well as on the supply side. Similar transitions have taken place or are taking place globally. PDG and their sub-consultants, Sustainable Energy Africa (SEA), were appointed by the City of Cape Town to undertake research to build an understanding of the implications of this changing energy system for the City's revenues over time.



Utilities approach to analysing municipal financial performance

PDG 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.

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.



Institutionalising reporting reforms in metropolitan municipalities

PDG developed a metro-level results framework, derived from existing policy frameworks such as the Framework for Programme Performance Information (2007), to analyse these indicators and found considerable duplication, lack of coordination and inefficiencies associated with the reporting burden placed upon metropolitan municipalities.



Evaluation of the Reading and Leadership Strengthening in South African Schools for

PDG, with Dr Mark Abrahams as Education Expert, was commissioned to conduct a Design and Implementation Evaluation of the Reading and Leadership Strengthening in South African Schools for Learning during COVID-19 and Beyond (REALS SA) Programme. The purpose of the evaluation was to understand whether the REALS SA project was designed and implemented in a way that contributes meaningfully to achieving the intended outcomes.

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 reform 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 REFORM



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



Property Impact Assessment of Extension to Gautrain Network

The Gauteng Provincial Government identified the need to extend the rapid rail network in the Gauteng Province. The feasibility study identify that a project of this magnitude will require an investigation of alternative funding sources. PDG was commissioned by Pegasys to assess the impact of the proposed extension of the Gauteng rapid rail network on the surrounding property market.



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.

INNOVATION



Developing the business and technical requirements for a digitised MERL system

PDG was appointed by Old Mutual to provide MERL technical assistance to all core Old Mutual Foundation Corporate Social Investment (CSI) programmes, and digitisation of monitoring system.



Principle Investigator of innovation and tech-enabled African-rooted M&E for the Pan-African Indigenous Evaluation

PDG was part of a consortium conducting research on African-rooted MEL practices and tools to inform the integration of African-rooted MEL in the Mastercard Foundation's Impact Strategy. PDG led the innovation and tech-enabled MEL focus area. The consortium was led by the University of Botswana, and included partners from the University of Nazarene, University of Ghana and the African Evaluation Association (AfrEA).



Leading the development and deployment of a digital monitoring solution

PDG was subcontracted to Krutham for the development of a web-based platform for tracking enrolment and placement of Job Seekers, and facilitating payment and audit processes.



Synthesis Report on Reconfiguring District Government

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.



Assessment of National & Provincial Inter-Governmental Relations Structures

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.



Powers & Functions Framework

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.