

Keith Lockwood - Concise overview of previous research/project assignments:

Name of project : Inner City Master Plan/ Economic Roadmap for the City of Johannesburg

Year: 2018-2019

Location: South Africa

Client: Agence Française de Développement (AFD)

Main project features:

Contracted by RebelGroup Southern Africa (RGSA). RGSA was appointed by the Agence Française de Développement (AFD) to support the City of Johannesburg Department of Economic Development (EDD) with the assignment is the development of an inner-city investment master plan, outlining economic development opportunities within the inner city and deepening the City's strategies around incentives and business services required to sustain and expand opportunities.

This assignment includes the following tasks:

- A clearly defined vision of the Johannesburg Inner City, defining the future state of the Inner City.
- Refined economic analysis of the inner city based on existing data and documentation
- Strategic gap analysis of the inner city looking at the actual against desired economic performance for the area and within the Gauteng city region context.
- Identifying precincts to be prioritised in the medium/long term.
- Determining the medium/long term investments needs (based on available geo-spatial data)
- Determining sectors to be supported within specific precinct areas
- Defining opportunities for skills development, SMME support and job creation.

Name of project: Establishment of a National Innovation and SME Support Fund. Analysis.

Year: 2017-2018

Location: South Africa

Client: Government

Main project features:

Contracted by RebelGroup Southern Africa (RGSA). RGSA was appointed by the Government Technical Advisory Centre (GTAC) to assist the Department of Science and Technology (DST) to work with the National Treasury and Department of Small Business Development SME Technical Working Group to:

- Undertake research and analysis of policy options to set up a "national umbrella fund that is in line with the mandates of the DST and DSBD for the establishment of the Sovereign Innovation Fund and the SME Fund."
- Developing recommendations on the appropriate vehicle and governance requirements for the establishment and operationalisation of the Fund. This included comparing and differentiating the fund in the context of other existing government incentives and programmes (e.g. MCEP, SPII, TIA, THRIP, Jobs Fund, NIDP, Gazelles, NEF etc); positioning the fund in the context of other national levies and taxes (e.g. Skills, Enterprise Development, 12J, etc.); and, identifying possible additional sources of funding and funding partnerships where appropriate.
- Providing support to the establishment of an Innovation and SME Support Fund interim Project Management Office, including any additional research and technical advisory services to refine the Fund concept, budget and implementation plans, and the provision of technical advisory support to the Fund initiation process, including, the appointment of the Fund Advisory Structures and Management.

Name of project: Evaluation of the Cities Support Programme. Analysis.

Year: 2017-2018

Location: South Africa

Client: Department of Planning, Monitoring and Evaluation (DPME)

Main project features:

Contracted by RebelGroup Southern Africa (RGSA). RGSA was appointed by the Department of Planning, Monitoring and Evaluation (DPME) to evaluate the design and implementation of the Cities Support Programme (CSP), a joint initiative of National Treasury (NT) and the Department of Cooperative Governance and Traditional Affairs (COGTA). The purpose of the evaluation is to:

- (a) Review the design and implementation of the programme by evaluating the relevance, coherence, efficiency, effectiveness, sustainability and early indications of impact of the programme.; and
- (b) Identify strategic and operational lessons and recommendations required to strengthen the CSP's delivery and ensure that the programme realises its potential to support the emergence of inclusive, productive and sustainable cities.

Name of project: Evaluation of the Integrated Strategy for the Promotion of Entrepreneurship and Small Enterprises:

Year: 2017-2018

Location: South Africa

Client: Department of Planning, Monitoring and Evaluation (DPME)

Main project features:

Contracted by RebelGroup Southern Africa (RGSA). RGSA was appointed by DPME, in association with DNA Economics, to evaluate the Integrated Strategy for the Promotion of Entrepreneurship and Small Enterprises. South Africa requires an enabling legislative and policy environment to support the growth and development of existing SMMEs, and the formation of new formal businesses and employment.

In light of this, the South African Government has implemented an integrated small business Strategy, and a new Ministry has been created to coordinate Government's activities across this sector. The Strategy has now been in place for more than ten years. In this context, the consulting team was appointed to independently and comprehensively assess the Government's efforts to promote and support SMMEs, and to recommend necessary additions and amendments.

Name of project: Expert Panel for Review of Catalytic Land Development Projects in South African Metropolitan Municipalities.

Year: 2017-2019

Location: South Africa

Client: Development Bank of Southern Africa (DBSA)

Main project features:

Contracted by RebelGroup Southern Africa (RGSA). RGSA was appointed by the Development Bank of Southern Africa (DBSA) on behalf of the Cities Support Programme (National Treasury) to support municipalities with the preparation of Catalytic Land-Development Programmes (CLDP), which are large-scale land development projects requiring public and private-sector cooperation and mobilisation of significant resources.

The CSP noted that procedural deficiencies have led to long delays and difficulties in achieving implementation and in tracking and monitoring CLDP progress. Rebel Group was contracted to identify the status of CLDPs in metros and provide guidance on implementation through the deployment of expert resources to address issues ranging from identification of objectives, financial and economic analysis, regulatory hurdles, and institutional arrangements. Keith was involved in two evaluations: Mangaung Airport Development Node and Buffalo City Central and Northern Precincts.

Name of project: Rwanda Private Sector Diagnostic: Affordable Housing Deep Dive. Year: 2018

Location: Rwanda

Client: World Bank (through the Centre for Affordable Housing Finance in Africa (CAHF))

Main project features:

Together with David Gardner and Jacus Pienaar, Keith constructed and analysed housing construction and housing rental economic value chains for Rwanda as part of a World Bank support programme. The analysis included an examination of the revealed competitiveness of the building materials sectors and developed proposals to integrate intermediate input supply sectors and to develop a sustainable housing construction sector. These inputs were incorporated into the World Bank's Private Sector Diagnostic for Rwanda.

Name of project: Kenya Private Sector Diagnostic: Affordable Housing Deep Dive.

Year: 2018

Location: Kenya

Client: World Bank (through the Centre for Affordable Housing Finance in Africa (CAHF))

Main project features:

Together with David Gardner and Jacus Pienaar, Keith constructed and analysed housing construction and housing rental economic value chains for Kenya as part of a World Bank support programme. The analysis included an examination of the revealed competitiveness of the building materials sectors and developed proposals to integrate intermediate input supply sectors and to develop a sustainable housing construction sector. These inputs were incorporated into the World Bank's Private Sector Diagnostic for Kenya.

Name of project: Study of the economic and employment contribution of housing construction and housing rental activities to African economies.

Year: 2017 - current

Location: Tanzania, Kenya, South Africa

Client: Centre for Affordable Housing Finance in Africa (CAHF)

Main project features:

Contracted by the Centre for Affordable Housing Finance in Africa (CAHF) to develop a model reflecting the economic contribution of housing construction and housing rental activities to African economies, as well as the linkages between such activities and other sectors of the economy. The resulting Housing Economic Value Chain (HEVC) was first developed for South Africa and has since been rolled out to Tanzania, Uganda, Rwanda, Kenya and Nigeria.

There are plans to extend the analysis to other African countries. The HEVC assists in identifying key dependencies within the housing market that can be used to inform evidence-based policies for sustainable development of a housing construction and materials supply sectors.

Name of project: Study of the economic value chain relating to urban housing re-development and its employment-supporting effects

Year: 2016 - 2017

Location: South Africa

Client: TUHF

Main project features:

Contracted by TUHF (originally the Trust for Urban Housing Finance) to develop and analyse an economic value chain of typical TUHF-financed redevelopment projects, in order for it to better understand the wider economic impacts of its activities, as well as to support reporting requirements to the Jobs Fund for capital that was advanced to it.

Name of project: Competitiveness benchmarking of the City of Johannesburg Metropolitan Municipality

Year: 2016

Location: South Africa

Client: City of Johannesburg Department of Economic Development

Main project features:

Contracted by Trade and Industrial Policies Strategies (TIPS) on behalf of the City of Johannesburg to undertake a benchmarking analysis of the performance of the City against appropriate South African and international comparator cities. The results of this analysis are used by the City for purposes ranging from investment promotion and marketing to assistance with policy formulation.

Name of project: Analysis of the economic growth performance of the City of Johannesburg

Year: 2017

Location: South Africa

Client: Centre for Development and Enterprise (CDE)

Main project features:

Contracted by CDE (through RebelGroup Southern Africa (RGSA) to undertake an analysis of the sectoral growth performance of Johannesburg Metro's economy as part of a broader study on urban growth commissioned by the Centre for Development and Enterprise. Keith's analysis contrasted the performance of Johannesburg against all other municipal entities in South Africa across a range of indicators, and together with his research partner, he examined the link between Johannesburg's economic performance and the various growth and development plans formulated by city management.

Name of project: City of Johannesburg Annual Economic Review

Year: 2016

Location: South Africa

Client: City of Johannesburg Department of Economic Development

Main project features:

Contracted by Trade and Industrial Policies Strategies (TIPS) on behalf of the City of Johannesburg to research and draft an Annual Economic Review of the City, reflecting its economic performance across a range of indicators.

Name of project: Estimation of sectoral employment multipliers for the City of Johannesburg

Year: 2015

Location: South Africa

Client: City of Johannesburg Department of Economic Development

Main project features:

Contracted by Trade and Industrial Policies Strategies (TIPS) on behalf of the City of Johannesburg to develop employment multiplier estimates at a sectoral level for the City of Johannesburg. The multipliers are used to guide policymaking in relation to economic development.

Name of project: Evaluation of two potential growth-enhancing interventions to support Gauteng economic development

Year: 2017 - 2018

Location: South Africa

Client: Gauteng Growth and Development Agency (GGDA)

Main project features:

Contracted by the GGDA to conduct an economic assessment of the potential of two proposed interventions: supplier development to support retail expansion into Africa; and support for small and medium engineering companies located in Gauteng. The study included extensive analysis of the retail markets in Africa and the nature of trade in consumer goods between South Africa and other African trading regions, and also served to identify prevailing constraints on the growth of engineering firms located in the province. Keith developed a high-level strategy for the GGDA and its subsidiaries to take the proposals emanating from the study forward.

Name of project: Analysis of the performance of South Africa's 9 metropolitan municipalities

Year: 2015

Location: South Africa

Client: Cities Network

Main project features:

Contracted by RebelGroup Southern Africa (RGSA) on behalf of the Cities Network to undertake an analysis of the socio-economic performance of the 9 metropolitan municipalities in South Africa. The analysis examined the relative performance with respect to GVA, employment, skills, productivity, international trade, transport, research and development, and human capital amongst other indicators.

Name of project: Development of a long-term economic growth forecasting model for the City of Johannesburg

Year: 2008

Location: South Africa

Client: City of Johannesburg Department of Economic Development

Main project features:

Contracted by Blueprint Strategy and Policy on behalf of the City of Johannesburg to develop a model aimed at forecasting potential economic growth at a 2-digit SIC code level for the City of Johannesburg. The model incorporated both supply constraints, and the capacity of various levels of government to reduce/eliminate such constraints over time.

Name of project: Assessment of the Economic Impact of the Blue IQ Initiative on the Gauteng Economy

Year: 2003 - 2004

Location: South Africa

Client: Blue IQ

Main project features:

Co-ordinator and researcher of a detailed analysis of the changing structure of the Gauteng provincial economy in response to the adoption of its trade and industrial strategy in 1997. Research focused on changes in sectoral output, employment, and exports, as well as the value of foreign investment. It was accompanied by an assessment of the impact of individual Blue IQ projects in respect of aspects such as employment, capital spend, and property valuations.

Name of project: BlueIQ Business Opportunities in Africa Study

Year: 2011

Location: South Africa

Client: Blue IQ

Main project features:

Contracted by Rhizome Management Services to conduct an extensive study that aimed to identify potential business opportunities within Africa for Gauteng-based businesses. The study progressively narrowed the focus from all 56 African countries, to 15 countries and then to 6 countries that formed the primary focus for assessing trade and business opportunities.

Name of project: Regional Economic Development Plans – Region B & E, City of Johannesburg.

Year: 2009-2009

Location: South Africa

Client: City of Johannesburg

Main project features:

- Development of detailed economic profiles and the formulation of economic development plans for Regions B and E in the City of Johannesburg.
- Project included the development of an Investment Atlas as well as an implementation and monitoring and evaluation framework.

Name of project: Economic Analysis to Identify Sectors and Projects with Employment Creating potential in Gauteng

Year: 2015-2015

Location: South Africa

Client: Gauteng Department of Economic Development

Main project features:

Undertook economic analysis to identify economic sectors in Gauteng and its constituent municipalities with the best potential for employment creation. This project was undertaken on behalf of the Office of the Premier in Gauteng as part of his Tshepo 100,000 initiative

Name of project: Development of a model to estimate the skills needs of the Gauteng economy as part of the Gauteng Master Skills Plan

Year: 2015-2015

Location: South Africa

Client: Gauteng Department of Economic Development

Main project features:

Contracted by Deloitte to form part of a team to develop a Master Skills Plan for the Gauteng economy. Keith's role was to develop a model of the demand for skills at a sector level under different scenarios. The model took account of recent trends in the number and skills level of people employed in each sector and estimated potential future employment and skills needs under different scenarios. It also took account of productivity shifts.

Name of project: Evaluation of Government Business Incentives

Year: 2017-2017

Location: South Africa

Client: Department of Planning, Monitoring and Evaluation (DPME)

Main project features:

Contracted by RebelGroup Southern Africa (RGSA). RGSA was appointed by DPME, in association with DNA Economics, to evaluate the system of government business incentives. The evaluation serves to bring together a consistent set of information across the entire national system of business incentives, identify overlaps and complementarities, and explore how specific programmes and the system as a whole have been structured to achieve government's wider policy objectives.

In doing so, the evaluation assesses whether the system is working effectively, efficiently and coherently, and makes recommendations on how it can be improved. Keith's role was to undertake a detailed performance analysis of a number of incentives available to support business development.

Name of project: Research and drafting of a National Investment Promotion Strategy on behalf of the dti

Year: 2017-2017

Location: South Africa

Client: Department of Trade and Industry (dti)

Main project features:

Contracted by Trade and Industrial Policy Strategies (TIPS) to research and draft an investment promotion strategy for South Africa. This process was used to design an appropriate structure and method of operation for Trade and Investment South Africa (TISA). It drew extensively on prevailing international best practice with respect to investment promotion and facilitation and included significant analysis of the nature and extent of investment flows into South Africa.

Name of project: Development of an Infrastructure Expenditure Tracker on behalf of the Business Trust.

Year: 2010-2010

Location: South Africa

Client: Presidency / Business Trust SPAID

Main project features:

Contracted by Shisaka Development Management Services to conduct an analysis of trends on spending on infrastructure by the different tiers of government and non-financial public corporations, as well as an assessment of the impact of such spending on the broader economy and on the perceived competitiveness of South Africa. The results of the analysis are captured in an Infrastructure Expenditure Tracker.

Name of project: Study to inform national policy on the VAT treatment of merit goods

Year: 2007-2008

Location: South Africa

Client: National Treasury Tax Policy Unit

Main project features:

Contracted by PriceWaterhouseCoopers (PWC) to conduct a study of the VAT treatment of so-called merit goods on behalf of South Africa's National Treasury. The study took account of international trends as well as the likely distributional impact of different VAT treatment on various income groups. The analysis incorporated microeconomic assessments of the likely tax incidence of the existing VAT treatment of a range of consumer goods, and how changes to the existing treatment would impact different income groups.

Name of project: Review of Proudly South Africa campaign

Year: 2014-2014

Location: South Africa

Client: Department of Trade and Industry (dti)

Main project features:

Contracted by Trade and Industrial Policy Strategies (TIPS) to conduct a review of the performance and impact of the Proudly South Africa campaign on consumer attitudes and purchasing behaviour.

Name of project: The impact of the NCA on the South African economy and the credit market

Year: 2012-2013

Location: South Africa

Client: National Credit Regulator (NCR)

Main project features:

Contracted by Feasibility (Pty) Ltd to assess the impact of the National Credit Act on South Africa's economy and credit sector. The investigation included all relevant sectors and sub-sectors of the economy and was not limited to the financial services sector.

Name of project: Pricing and access of consumer credit under the National Credit Act

Year: 2008-2008

Location: South Africa

Client: National Credit Regulator (NCR)

Main project features:

Contracted by Feasibility (Pty) Ltd on behalf of the NCR to conduct a study of trends in the credit market since the implementation of the National Credit Act and the inception of the NCR. There was a particular focus on the range of credit products on offer and the pricing and distribution among different client groups.

Name of project: Cost of credit and market practices in relation to accessing credit in South Africa

Year: 2011-2011

Location: South Africa

Client: National Credit Regulator (NCR)

Main project features:

Contracted by Feasibility (Pty) Ltd on behalf of the NCR to conduct an update of an earlier study of trends in the credit market since the implementation of the National Credit Act and the inception of the NCR.

Name of project: Fees and charges for financial services in Namibia and their effect on the access of the poor and the MSME to these services

Year: 2010-2010

Location: Namibia

Client: Namibian Ministry of Finance, The Bank of Namibia and NAMFISA

Main project features:

Contracted by Feasibility (Pty) Ltd to conduct an analysis of the pricing of a range of financial service products in Namibia, and the ability of Namibians – especially lower income households and small, medium and micro enterprises to access these services.

Name of project: An International Comparative Study on the Costs of Banking

Year: 2004-2004

Location: South Africa

Client: Micro Finance Regulatory Council (MFRC)

Main project features:

Coordinator and researcher of a study on comparative banking costs in South Africa and a number of other countries for the Micro Finance Regulatory Council. The study compared the costs of standard banking products in South Africa with similar costs in a number of other countries, and was widely quoted by policy makers and in the media.

Name of project: Study to estimate the contribution of the wildlife ranching sector in South Africa

Year: 2017-2018

Location: South Africa

Client: South African National Biodiversity Institute (SANBI)

Main project features:

Contracted by RebelGroup Southern Africa (RGSA). RGSA was appointed by SANBI to conduct research into the contribution of the wildlife ranching industry to both the South African economy and to biodiversity in the country. The analysis reviewed existing estimates of the economic contribution of the wildlife ranching sector and independently estimated this economic contribution. The analysis also assessed the impact of management activities – such as fencing – on biodiversity in South Africa.

Name of project: Development of a model of the market for rhino horn to inform policy choices

Year: 2012-2013

Location: South Africa

Client: Rhino Issue Manager

Main project features:

Developed a model to estimate the market for rhino horn, and the link between that market, the live rhino population, and the number of rhino being poached, as a mechanism to assess the potential impact of different policy choices. The model was presented at a meeting of the IUCN African Rhino Group held in Kenya in 2014.

Name of project: Development of a computer-based model to assess the impact of changes to various labour standards as part of a review of the Expanded Public Works Programme (EPWP).

Year: 2009-2009

Location: South Africa

Client: Expanded Public Works Programme (EPWP).

Main project features:

Contracted by Shisaka Development Management Services to conduct an analysis and develop a model that examined the impact of changes to EPWP labour standards (in terms of labour intensity and job duration) on the selection of compliant projects and attainment of employment targets for each of the EPWP sectors – using data from Phase 2. In addition, the model was used to develop scenarios to indicate the likely outcomes of the EPWP Phase 3 under different conditions and assumptions.

Name of project: Identification of potential business opportunities under the Venture Learnership Programme (VLP) of the EPWP

Year: 2006-2007

Location: South Africa

Client: Expanded Public Works Programme (EPWP).

Main project features:

Part of a team contracted by Shisaka Development Management Services that conducted an extensive analysis of public sector procurement data at national, provincial and local level in order to

identify potential opportunities to support the entry of entrepreneurial firms, and the implications for appropriate learnerships and other training. The study entailed the identification of discretionary spending in all government departments, determining criteria for excluding certain types of procurement that would not be accessible to small businesses and assessing skills needs associated with the supply of the most relevant product categories that could be supported by the VLP.

Name of project: Employment scenarios for South Africa

Year: 2011-2011

Location: South Africa

Client: Human Sciences Research Council (HSRC)

Main project features:

Contracted by the Human Sciences Research Council to assist in an analysis of labour market conditions and the development of employment scenarios till 2030. These were used as inputs to the development of the National Planning Commission's National Development Plan.

Name of project: Consumer Affordability Index for South Africa

Year: 2012-2013

Location: South Africa

Client: National Consumer Commission

Main project features:

Contracted by Feasibility (Pty) Ltd to assess the viability of a Consumer Affordability Index for the National Consumer Commission, with the objective of highlighting the state of different household segments, and the impact of price changes on them

Name of project: Payment of social grants in South Africa

Year: 2012-2013

Location: South Africa

Client: Bankserv

Main project features:

Contracted by Feasibility (Pty) Ltd to research and develop a new method of paying social grants that entailed analysing the existing system, taking account of appropriate technologies, and proposing and costing a better alternative.

Name of project: A study of the potential to export construction related services from South Africa

Year: 2007-2007

Location: South Africa

Client: Human Sciences Research Council (HSRC)

Main project features:

Together with Sandy Lowitt assessed the potential for South Africa to export engineering and other construction-related consultancy services to other parts of the world. Specifically, Keith had to estimate the multiplier effects of different types of service exports for South Africa.

Name of project: Rhino Committee of Inquiry

Year: 2015-2016

Location: South Africa

Client: Department of Environmental Affairs (DEA)

Main project features:

Appointed by the Minister of Environment Affairs to a Committee of Inquiry to advise government on an appropriate strategy to curb rhino poaching in South Africa, including consideration of whether the country should push the Convention on the International Trade in Endangered Species (CITES) to legalise international trade in rhino products.

Name of project: Skills System Review Technical Task Team

Year: 2011-2012

Location: South Africa

Client: Human Resources Development (HRD) Council

Main project features:

Appointed to a Technical Task Team to review the South African skills development system with a mandate to

- Identify the strengths and weaknesses of the current skills development systems, as well as key dependencies and causes for these strengths and weaknesses.
- Assess the impact of the current skills system on the total employable population.
- Assess the impact of the current skills development system and the availability of critical and scarce skills on the performance and potential of the economy.
- Assess the appropriateness of the institutional and systems design for skills delivery including the manner in which it facilitates access to skills, and promotes quality, relevance, mobility and adaptability.
- Identify and evaluate the linkages and interdependencies between the various skills sub-systems e.g. foundational education, Seta's, HET, FET, etc.
- Assess the efficiency and effectiveness of the system with respect to the allocation and usage of national resources.

Name of project: Expert Panel to Review Sector Skills Plans

Year: 2010-2011

Location: South Africa

Client: Department of Higher Education and Training (DHET)

Main project features:

Appointed as one of a five-person expert review panel by the Department of Higher Education and Training to review Sector Skills Plans prepared by Sector Education and Training Authorities (SETAs).