

**Date of birth:** 05.09.1945  
**Profession:** Public participation, Policy facilitation, and Organisational development specialist  
**Nationality:** South African  
**Years of experience:** 15

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**Key qualifications:**

- Extensive experience and expertise in planning, managing and implementing public consultation processes for Environmental Impact Assessments, Strategic Environmental Assessments, and Environmental Development Plans;
  - Extensive experience in the drawing up of policy documents for provincial and national government;
  - Strategic planning expertise, which has been utilised by provincial and national government departments and other organisations; and
  - Extensive education experience, both as an administrator and learning facilitator.
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**Education:**

BCom, University of South Africa, 1972

Graduate Certificate in Education, University of London, 1974

M SocSci (Policy and Development) *cum laude*, University of Natal, 2003

Thesis: Public Participation as a factor in the development of policy: A case study of the KwaZulu-Natal Waste Management Policy Process

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**Membership:**

- International Association for Impact Assessment
    - 1999 – date Member
    - 2006 – 2008 KZN Branch Chair
    - 2004 2004 Conference: Convenor, Papers Review Committee
    - 2008 2008 Conference: Convenor, Papers and Poster Presentations Review Committee
    - 2008 – 2011 Member of the Conference Organising Committee
    - 2008 – 2011 Member of the National Executive Committee
  - Southern Africa Institute of Ecologists and Environmental Scientists
    - 2010 – date Professional Member
  - Coastwatch
    - 2006 – date Member
  - Provincial Coastal Committee of the Department of Agriculture, Environmental Affairs and Rural Development, KwaZulu-Natal
    - 2005 - date Member
  - International Association for Public Participation
    - 2010 – date Member
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**Directorships and Trusteeships (unpaid):**

1999 – date: Director: Ditikeni Investment Company Limited (Registration No: 1999/008292/06)  
(An investment vehicle for NGOs)

Member of the Executive Committee

2004 – date: Trustee: The Ditikeni Trust (IT No: 2431/2004)  
(An investment vehicle for NGOs)

2008 – date: Trustee: The Michaelhouse Ditikeni Empowerment Trust  
(An investment vehicle for broad based empowerment)

- 1993 – 2008: Trustee: Trust for Community Outreach and Education (IT No: 2848/1983)  
(A national collective of NGOs who share a common vision, mission and methodology for impacting on the lives of the rural poor in those areas where its affiliates work)
- 2008 – 2011: Trustee: Alternative Information and Development Centre (AIDC)  
(An NGO that aims to strengthen the movement for social justice through the production of alternative knowledge and by enhancing the institutional capacity of Peoples' Media Organisations and the communication capacity of progressive civil society organisations that facilitates a dialogue giving voice to the poor and marginalized locally and internationally)
- 2009 – date: Board Member: Church Land Programme (CLP)  
(A non-governmental organisation that works with people, churches and land to improve the lives of people involved with land issues and/or with church owned land, paying particular attention to women and the poorest.)
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**Awards:**

- 1993: Award by the Trust for Community Outreach and Education, Cape Town, for "Your Love For Our People, The Oppressed Masses Of Our Country, In Their Fight To Take Control Of Their Lives."
- 1998: Award by Itireleng Educational Trust, Phalaborwa, "In Recognition Of Unwavering Support And Commitment To The Struggles Of The Rural Poor".
- 2008: Award by the Trust for Community Outreach and Education, Cape Town, "In recognition of your contribution, dedication and commitment to the struggles of the poor" on the occasion of my retirement from the Board.
- 2008: Finalist in the IAIAA Premium Award for Excellence in Environmental Management in Project Execution
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**Employment record:**

- 1994 - date **Phelamanga Projects, Pietermaritzburg: Managing Partner**  
**Public participation and policy facilitation, and Organisational development practitioner**

*Overall task*

- Policy development, analysis and implementation
- Public Participation processes
- Stakeholder engagement processes
- Environmental Assessments
- Strategic planning, scenario planning
- Mission Statement development
- Objectives, aims and goals
- Planning capacitation

- 1998 - 2000 **Weerts Butler & Bulman cc., Durban and Pietermaritzburg: Member**  
**Public consultation, facilitation and strategic planning practitioner**

*Overall task*

- Public Participation processes
- Environmental Assessments
- Strategic planning, scenario planning

- 1990 - 1994 **Epworth School: Executive Governor**

*Overall task*

- Ensure that the school is run in accordance with its Christian ethos.
- Provide forceful, dynamic leadership in all departments of the school.
- Develop long-range plans into the 21st century in accordance with the School's Mission Statement and the policies and strategies set by the Board.
- Provide a visionary, bold, creative and forward thinking leadership for the school.

1980 - 1990      **Federal Theological Seminary of Southern Africa: Registrar**

*Overall task*

- Organise and control the Administrative Offices and support staff.
- Manage the financial affairs.
- Act as electoral officer of the SRC and exercise general supervision over their financial affairs.
- Conduct all financial and administrative correspondence.
- Register and keep records of all students.

1974 - 1989      **Estcourt High School: Teacher**

*Overall task*

- Teach Economic subjects, viz, Economics, Business Economics, Accounting, Mathematics, to Standards 6 - 10 through the medium of both English and Afrikaans at both Standard and Higher Grade.

1968 - 1972      **Eskort Bacon Co-op Ltd: Factory Chemist**

*Overall task*

- Quality control analyses of all raw materials and products
  - Product development
  - Packaging testing and development
  - Microbiological testing and control
  - Laboratory management, Estcourt and Heidelberg plants
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***Experience record:***

(in alphabetic order, giving description; date; area; position (team number and key specialties))

**Development management plans for environmental areas**

- Development of a management mechanism involving all stakeholders for the entire KwaZulu-Natal coastal belt. This process involved extensive negotiation to accommodate the needs of authorities, user groups and the public. In terms of national legislation this body will become the Provincial Coastal Committee; 1999; KwaZulu-Natal Coast; Team leader (4 members, including ecologist, planner)

**Development planning**

- Investigation of mechanisms to integrate development planning and service provision in KwaZulu-Natal; 2001 – 2002; KwaZulu-Natal; Team member (4 members)
- Investigation of mechanisms to protect coastal resources to secure sustainable livelihoods; 2003 – 2005; KwaZulu-Natal; Team leader (7 members including ecologist, planner, lawyer, GIS, development specialist)
- Preparation of Guidelines for incorporating Sustainable Livelihoods Approach into municipal IDPs; 2005 – 2006; KwaZulu-Natal; Team leader (6 members including ecologist, planner, GIS, development specialist)
- Participative Public Review of Conceptual Framework for the Richards Bay Waterfront; 2011; KwaZulu-Natal; Team leader and public participation specialist (4 members including environmentalist, town planner and GIS/visual impact specialist)

**Development options**

- A Strategic Environmental Assessment of the nTathakusa area, near Inanda. The project involved, among other things, a baseline assessment of the community's environmental and development perceptions, determining constraints to development, developing sustainability criteria, assessing existing development proposals and proposing strategic objectives against which to measure future proposals; 1999 – 2000; Durban; Team member (4 members, including ecologist, planner)

### **Economic literacy;**

- Design, management and application of an economic literacy/entrepreneurship training programme for a manufacturing company; 1998 – 2000; Hammarsdale; Team leader (3 members, including educator, businessman)
- Designing and facilitating an entrepreneurship-training course for the KwaZulu-Natal Poultry Institute; 1998 – 2001; Pietermaritzburg; Team leader (3 members, including educator, businessman)
- Research, design and writing of an entrepreneurship-training course for the Centre for Adult Education, University of Natal; 2001; Pietermaritzburg; Team leader (3 members, including educator, psychologist)

### **Environmental education**

- Design, management and facilitation of workshops in each of the eight health districts of KwaZulu-Natal informing community health workers about the DWAF's RDP rural sanitation upgrade project and equip them to gather community based applications; 1998, KwaZulu-Natal; Team leader (2 members, including facilitator)

### **Environmental awareness**

- Design and facilitation of a workshop process for building awareness of environmental issues and legislation as it affects municipalities; 2000; Richards Bay; Team leader (4 members, including ecologist, planner)

### **Environmental training**

- Participation in the design and implementation of training to include environmental awareness and legislative requirements into the project design and implementation cycle of a municipality; 2001 – 2002; Pietermaritzburg; Team leader (4 members, including ecologist, planner, GIS)

### **Environmental Impact Assessment (EIA)**

- Impact Assessment for aluminium remelting plant; 2004; Pietermaritzburg
- Design and management of the public consultation processes for
  - EIA for relocation of the "Little Lagoon" in the Port of Durban – the relocation of such an environmentally fragile ecosystem has not been attempted before and is an emotionally charged issue; 2000; Durban; Team member (3 members, including ecologist, planner)
  - EIA for expansion of a chemical processing plant; 2001; Durban; Team leader (2 members, including environmentalist)
  - EIA for widening and deepening of the entrance channel Port of Durban; 2003; Durban; Team leader (3 members, including environmentalist, facilitator)
  - EIA for expansion of petroleum processing plant; 2003; Durban; Sole team member
  - EIA for expansion of catalytic converter manufacturing plant; 2004; Durban; Sole team member
  - EIA for expansion of a casino; 2004; Empangeni; Team leader (2 members, including environmentalist)
  - EIA for conversion of pipelines from gas to waste water; 2004; Durban; Team leader (2 members, including environmentalist)
  - Closeout of Record of Decision conditions for expansion of aluminium plant; 2004; Richards Bay; Team leader (4 members, including environmentalists)
  - EIA for expansion of chemical plant; 2004; Umbogintwini; Team leader (2 members, including environmentalist)
  - EIA for housing development in sensitive coastal forest area; 2004; KwaZulu-Natal; Team member (3 members, including ecologist, planner)
  - EIA for construction of large diameter water pipeline along KZN South Coast; 2005; KwaZulu-Natal; Team leader (3 members)
  - EIA for relocation of acetylene plant; 2005; Durban South Basin; Team leader (2 members)

- EIA for relocation of chlorine depot and construction of sodium hypochlorite plant; 2005-2006; eThekweni Outer West; Public Participation Team leader (3 members)
- EIA for bulk water pipeline; 2006; eThekweni – uGu Districts; Public Participation Team leader (3 members)
- EIA for proposed new bulk water pipeline; 2006; eThekweni – iLembe Districts; Public Participation Team leader (3 members)
- EIA for desalination plant; 2006; Zinkwazi; Public Participation Team leader (3 members)
- EIA for expansion of aluminium slag recovery plant; 2006; Cato Ridge; Team leader (2 members)
- EIA for proposed 2007 A1 Grand Prix; 2006; Durban; Public Participation Team Leader
- EIA for proposed new bulk water pipeline; 2007; Msunduzi, Richmond Municipalities; Public Participation Team leader (3 members)
- EIA for proposed 2008 A1 Grand Prix; 2007; Durban; Public Participation Team Leader
- EIA for proposed new tidal pool; 2007, Umhlanga Rocks; Public Participation Team Leader
- EIA for proposed upgrade of pump stations and sewerage system upgrade; 2007; Mount Moreland; Public Participation Team Leader
- EIA for proposed new bulk water pipeline ED2 to Umlaas Road; 2007, uMgungundlovu District; Public Participation Team Leader
- EIA for proposed new bulk water pipeline Hazelmere to La Mercy Bifurcation; 2007, eThekweni; Public Participation Team Leader
- EIA for proposed new crematorium; 2007; eThekweni Municipality; Public Participation Specialist
- EIA for proposed new paint manufacturing facility; 2007; eThekweni Municipality; Public Participation Specialist
- EIA for proposed new steel coating and forming plant; 2007; eThekweni Municipality; Public Participation Specialist;
- EIA for proposed new water Booster Pump Station; 2007; eThekweni Municipality; Public Participation Team Leader
- EIA for proposed extension to a Business Park; 2007/8, eThekweni Municipality; Public Participation Specialist
- EIA for proposed new bulk water pipeline in iLembe DM; 2007/2008; Public Participation Team Leader
- EIA for landfill gas recovery plant; 2008; eThekweni Municipality; Public Participation Team Leader
- EIA for polymer dispersion plant; 2008, 2010; Umbogintwini Industrial Complex; Public Participation Team Leader
- EIA for landfill upgrade from GLB+ to H:H; 2008; KwaDukuza; Public Participation Team Leader
- EIA for bulk water pipeline; 2009-2010; Ngcebo – KwaDukuza; Public Participation Team Leader
- EIA for bulk water pipeline; 2010 – date; eThekweni; Public Participation Team Leader
- EIA for extension to Oribi Airport; 2011 – date; KwaZulu-Natal; Public Participation Team Leader

### **External Evaluation**

- External evaluation of an international Environmental NGO; 2008; Pietermaritzburg, KwaZulu-Natal

### **Environmental Management**

- Extensive workshopping and capacity building at the level of officials and the public as part of an EMP for the borough of Port Shepstone as part of the development of an LDP. Participants constructed environmental visions, strategies and plans developed and a monitoring and evaluation system proposed; 1999; Port Shepstone; Team member (3 members, including ecologist, planner)

- Developed “generic” core EMP for Boat Launch Sites for KwaZulu-Natal DAEA; 2002-2005; Sole team member
- Design and facilitation of public consultation for development of Environmental Management Plan for a District Municipality and assistance with drafting EMP; 2005; KwaZulu-Natal; Team leader (3 members including town planner)
- Facilitation of License Advisory Forum for licensed marine outfall; 2005 – date; KwaZulu-Natal South Coast; Sole team member
- Facilitation of public consultation for the Outer West Corridor Study and Cato Ridge Local Area Plan; 2009; eThekweni; Stakeholder engagement and public participation specialist (2 public participation team members)
- Design and Facilitation of public consultation process for the implementation of Vehicle Access Permits system for the Durban beachfront during the 2010 FIFA World Cup; 2010; eThekweni; Public participation team leader (2 team members)

### **Stakeholder Forums**

- Establishment and facilitation of an external Stakeholder Forum for a major sugar refinery; 2006 – date; Durban, KwaZulu-Natal; Sole team member
- Establishment and facilitation of License Advisory Forum for two licensed marine outfalls; 2007 – date; Durban South Basin; Sole team member
- Facilitation of Stakeholder Forum for Cutler Complex; 2008 – date; South Durban Basin; Sole team member
- Facilitation of Environmental Focus Group for Umgeni Water in connection with water reclamation; 2008, and 2009 – 2010; Pietermaritzburg; Stakeholder engagement and public participation specialist (2 public participation team members)
- Facilitation of Monitoring Committee (and CAER Committee) for chlorine depot at Cato Ridge; 2007 – date; Sole team member
- Facilitation of Monitoring Committee for KwaMashu Waste Water Treatment Works Fluidised Bed Reactor; 2010 – date; Sole team member
- Facilitation of Stakeholder Forum for uMvoti River; 2010; Stanger; Sole team member
- Facilitation of SAPREF Community Liaison Forum; 2011 – date; Sole team member

### **Environmental Management Framework (EMF)**

- Design and execution of public participation programme for Port of Richards Bay Expansion and IDZ Environmental Management Framework; Richards, Bay; 2009 – 2010; Core team member and Public Participation Team leader
- Policy and institutional framework analysis for uMshwathi City Environmental Management Framework; 2009 – 2010; uMshwathi; Team member responsible for policy and institutional analysis
- Public participation for the EMF for the Msunduzi Municipality; Pietermaritzburg; 2008 – 2010; Public participation team

### **Integrated Environmental Management (IEM)**

- Member of team developing and drafting the first KwaZulu-Natal provincial Environmental Implementation Plan; 2002; KwaZulu-Natal; Team member (4 members, including environmentalist, planner, attorney)
- Design, management and conduct of the public consultation process for the compilation of a strategic master plan for the disposal of sewage sludge for Durban Metro; 2000 – 2002; Durban; Team member (4 members, including ecologist, planner)
- Design and facilitation of consultation on forestry permit process; 2002; KwaZulu-Natal; Sole team member
- Design and facilitation of seminar on EIA Regulations for provincial department; 2003; KwaZulu-Natal; Sole team member

- Design and facilitation of public consultation on reuse of water from sewage works; 2008, 2010; Pietermaritzburg, KwaZulu-Natal

### **Management support**

- Interim management for a national NGO; 2002; South Africa; Team leader (2 members including businessman)
- Drafting Constitution and Trust Deed for a Distance Education organisation working in SADC countries; 2008; Pietermaritzburg, South Africa; Sole team member

### **Organisational Evaluations**

- External Evaluation for major national environmental NGO; 2008; National; Team leader (2 members)

### **Policy development**

- KwaZulu-Natal provincial consultation on the national Discussion Document, "Towards an Environmental Policy for South Africa" – the Consultative National Environmental Policy Process (CONNEPP) including the provision of secretariat services; design, management and facilitation of four regional workshops and a provincial conference; preparation of KwaZulu-Natal submission on the proposed national environmental legislation; 1996-7; KwaZulu-Natal; Sole team member
- Secretariat for the KwaZulu-Natal portion of the consultation on the Integrated Waste and Pollution Control policy, including designing and managing a province wide consultative process, liaison with the national department and drafting of recommendations; 1999; KwaZulu-Natal; Sole team member
- Research on, and recommendations regarding integration of service provision in KwaZulu-Natal; 2001 – 2002; KwaZulu-Natal; Team leader (3 members, including ecologist, planner)
- Design and drafting of a policy on Staff Appraisal, together with an implementation manual for a national NGO; 2001; National; Sole team member
- Updating the KwaZulu-Natal Waste Policy, including a Master Plan for implementation; 2001; KwaZulu-Natal; Sole team member
- Conduct public meetings to explain and popularise provincial Coastal Management Policy; 2004; KwaZulu-Natal; Team leader (3 members, including environmentalist, facilitator)
- Draft Policy Statement on Wilderness Conservation for Zimbabwe; 2007; Co-author
- Compilation of a Specialist Report for the Environmental Impact Assessment and Management Strategy (EIAMS) of the Department of Environmental Affairs on the Sub-theme: Public Participation; 2010-2011; National; Sole team member

### **Policy implementation**

- Support for the implementation of NEMA's regulations for beach driving; 2002 – 2006, including site assessment, generic EMPs, and recommendations to the KZN DAEA; KwaZulu-Natal; Sole team member
- Preparation of Master Plan for the implementation of the KwaZulu-Natal Waste Management Policy and preparation of provincial Integrated Waste Management Plans; 2001 – 2002; Sole team member
- Preparation of manual for District Municipalities on drawing up Integrated Waste Management Plans and conducting provincial workshop; 2003; KwaZulu-Natal; Team leader (3 members, including environmentalist, engineer)
- Review of uMgungundlovu District Municipality Integrated Waste Management Plan; 2009-10; uMgungundlovu District; Public participation team leader (9 members of full team)

### **Risk Assessment**

- Risk assessment in terms of Major Hazard Installation regulations for a bulk LPG storage vessel; 2001; KwaZulu-Natal; Team leader (3 members, including environmentalist, researcher, chemical engineer)

### **Social Impact Assessment**

- Social impact assessment for proposed housing development; 2004-2005; Hilton; Team leader (2 members, including facilitator)
- Social Impact Assessment for proposed in situ housing upgrade; Pietermaritzburg; Team leader (2 members)

### **Strategic planning and assessment**

- Redesign of business process and structural realignment of a national statutory Land Claims process; 1999; National; Team leader (3 members, including Land Claims Commissioner, facilitator)
- Design and facilitation of 3 strategic planning workshops to identify core business develop a realistic programme of action and improve performance in delivery for ATTIC; 1999; Pietermaritzburg; Sole team member
- Design and facilitation of a 2-day process to enable the provincial Department of Health, Chief Directorate Environmental Health to develop goals and objectives in harmony with those of the national department; 2000; KwaZulu-Natal; Sole team member
- Joint management of, and contribution to, the development of a strategic master plan for the disposal of Metro sewage sludge; 2000; Durban; Team member (3 members, including ecologist, planner)
- Strategic planning and realignment with ministerial strategic direction of a branch of a national Ministry of Land Affairs; 2000; Pretoria; Sole team member
- Design and facilitation of strategic planning process, business process re-engineering and work plan development for a World Heritage Site; 2001; Gauteng; Sole team member
- Design and facilitation of 2 strategic planning workshops to integrate previously appointed and new staff, introduce the idea of strategic planning, develop goals and objectives for the constituent Directorates and to establish agreed indicators or milestones for these for the Department of Land Affairs; 2001; National; Sole team member
- Design and facilitation of workshops between KwaZulu-Natal Portfolio Committees and the Department of Agriculture and Environmental Affairs; 2002; KwaZulu-Natal; Sole team member
- Design and facilitation of strategic planning for civil society organisations from South Africa, Swaziland and Mozambique; 2002; Southern Africa; Sole team member
- Design and facilitation of strategic planning for an alliance of environmental organisations; 2008; Vaal Triangle, South Africa; Sole team member
- Design and facilitation of strategic planning for an alliance of environmental organisations; 2008; Secunda, South Africa; Sole team member
- Design and facilitation of strategic review for a national NGO; 2008; Cape Town, South Africa; Sole team member
- Design and facilitation of communication workshop for an environmental NGO; 2008; Durban, South Africa; Sole team member
- Design and facilitation of a SANBI workshop on Urban Nature for local municipalities and other stakeholders; 2008; Durban, South Africa; Sole team member
- Design and facilitation of a planning workshop electronic waste stakeholders in the eThekweni area; 2010; Durban, South Africa; Sole team member
- Design and facilitation of planning workshop for local church congregation; 2010, 2011, 2012; Pietermaritzburg; Team leader

### **Training, education and capacity building**

- Design and facilitation of two 1-day strategic planning workshops to clarify core business, relationships between roleplayers, goals and objectives and to develop work plans for KwaZulu-Natal Sanitation Task Group (SANTAG); 1998; KwaZulu-Natal; Sole team member
- Entrepreneurship training; 1996 – 2002; Southern Africa; Sole team member
- Development of a management system for municipal development planning and associated capacity building; 2000; KwaZulu-Natal; Team member (3 members, including ecologist, planner)

- Development of Fundraising Training Manual and capacity building programme; 2002; KwaZulu-Natal; Sole team member
- Development and facilitation of training programmes; 1996 – 2005; KwaZulu-Natal; Sole team member
- Development, planning and presentation of 1-day seminar on policy for M Sc (Environmental Management) students; 2006; CEAD, University of KwaZulu-Natal; Sole team member
- Design and facilitation of 1 day Funding Workshop for Environmental NGO; 2008; Durban, KwaZulu-Natal; Sole team member
- Design and facilitation of 1 day Team building workshop for Environmental NGO; 2008; Durban, KwaZulu-Natal; Sole team member
- Design and co-facilitation of two 5-day short-courses for NACOMA, Namibia; 2009; Swakopmund, Namibia; Team member (3 members)
- Design and facilitation of 5-day Integrated Coastal Management - Awareness, Education and Training Programme Development Workshop for Namibia and South Africa; 2010; Durban; Team leader

### **University level academic teaching**

- Leave replacement lecturer: Policy and Development Studies 602/702/812: Governance In South Africa; 2003; UKZN
- Co-author of Module 2: Protected Area Management Policy Foundations for the MSc programme – Protected Area Management; 2006; UKZN
- External Examiner: Certificate in Education (Participatory Development), Modules EDAE114P and EDAE115P Leadership and Management II; 2006, 2007; UKZN
- External Examiner: Protected Area Management Policy Foundations for the MSc programme – Protected Area Management; 2008; UKZN

### ***Other experience:***

(in alphabetic order)

- Assessor, IFP/COSATU Special Court
  - Chairman, Estcourt Round Table No 74
  - Chairman, Midlands Crisis Relief Committee
  - Convenor of ICT Conference, “A Liberating Ministry to Whites”
  - Diocesan Trustee (Anglican Diocese of Natal)
  - Hon Treasurer and Trustee, Trust for Community Outreach & Education
  - Hon Vice-President, Estcourt Amateur Swimming Club
  - Keynote speaker, Anglican Marriage Encounter Convention, Australia
  - Member of the National Campaign Committee of the Standing for the Truth Campaign
  - Member the ANC Economic Policy Working Committee
  - National Executive Couple, Anglican Marriage Encounter, South Africa
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### ***Skills:***

(in alphabetical order)

#### *Administration*

- Design and implementation of administrative systems
- Workshop design and facilitation

#### *Change management*

- Assisting in defining the parameters of change
- Exploring the implications of change
- Setting up appropriate change management structures
- Facilitating the implementation of change

### *Committee work*

- Chairmanship of meetings
- Overview, review and analysis
- Participative and interactive decision making

### *Community organisation*

- Empowerment and skills transfer
- Needs assessment
- Proposal writing
- Report writing

### *Development*

- Leadership development
- Organisational development
- Entrepreneurship training

### *Facilitation*

- Facilitation of meetings
- Leading and guiding discussion groups
- Design and conduct of workshops
- Facilitation of negotiations

### *Management*

- Budgeting
- Change management
- Strategic planning
- Critical path design
- Design and implementation of management systems
- Development of democratic and inclusive management styles
- Goal and objective setting
- Planning (PEST, SMART and SWOT techniques)

### *Policy development*

- Development of policy for all spheres of government
- Writing guidelines to policy

### *Public Participation and Consultation*

- Design of public participation and consultation processes
- Facilitation of public participation and consultation processes
- Management of, and reporting on, public participation processes including workshops, meetings, and surveys
- Peoples' Participatory Planning and Action (PPPA) and other participatory processes

### *Relationships*

- Conflict resolution
- Dispute resolution
- Evaluation and review techniques
- Group relations
- Staff training and development for empowerment and change
- Staff skills development
- Team building

### *Training and teaching*

- Confidence and self-esteem building
  - Outcomes based education
  - Problem solving
  - Economic literacy
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### **Publications:**

(in chronological order)

Bulman, R. (2000) *The foundations of a sustainable partnership*. IAIAAsa 2000 Conference paper

Bulman, R and Milford, D. (2002) *Fundraising Manual*. iNdlovu Partnership for Lifelong Learning, Pietermaritzburg.

Thornhill, M., Bulman, R., Evans, J., and Sampson, I. (2002) *The environment as catalyst: Understanding environmental governance for sustainable development*. IAIAAsa 2002 Conference paper

Bulman, R. (2003) *Instant governance: just add civil society – No mess, no fuss*. IAIAAsa 2003 Conference paper

Breetzke, T., Bulman, R. and Celliers L. (2004) *Sustainable decision-making? A South African best practice case study*. Littoral 2004 Conference, Aberdeen, Scotland, UK

Bulman, R. and Evans, D. (2005) *Entrepreneurship Learner's Manual: Thinking Actively in a Business Context, A participative, interactive approach to learning about business*. iNdlovu Partnership for Lifelong Learning, Pietermaritzburg.

Bulman, R. and Evans, D. (2005) *Entrepreneurship Facilitator's Manual: Thinking Actively in a Business Context*. iNdlovu Partnership for Lifelong Learning, Pietermaritzburg.

Celliers, L., Bulman, R., Breetzke, T., and Parak, O. (2007) Institutional mapping of coastal zone management in KZN. *Ocean Yearbook* 21: 365–403.

Thornhill, M and Bulman R. (2008) *A mechanism for responsible decision-making*. IAIAAsa 2008 Conference paper

Bulman, R., and Butland, P. (2009) 'NCP Chlorchem factory and depot, South Africa' in *Impact Assessment Case Studies From Southern Africa*. SAIEA website ([http://www.saiea.com/Case\\_study\\_book\\_09.htm](http://www.saiea.com/Case_study_book_09.htm))

Jogiat, R., Sheard, H., Lombard, J., Bulman, R., Nadar, V., and Manqeke, M. (2010) *Overcoming the challenges of developing an integrated waste management plan at local government level – A case study of uMgungundlovu District Municipality*. WasteCon 2010 Conference paper