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SUMMARY OF EXPERIENCE

Held/holding Senior Management and Board of Management positions in the following social development organisations:

ORGANISATION/POSITION

- Cape Town Child Welfare Society/Chief Executive, General Manager-Director-Services
- The National Welfare Social Service and Development Forum/Executive Director & National Co-ordinator
- Aryan Benevolent Home Council/National Development Manager, Principal, Senior Social Worker

Key Competencies associated with above-mentioned positions:

- Advanced Financial Management
 - o Budgets up to R12 million per annum involving financial reporting to South African Government, United States Government and other International and National Donors. Keen understanding of USA Comptroller General Standards and RSA Auditor's Standards
- Advanced Strategic Planning Skills
 - o Facilitated and managed strategic planning/training with the following organisations: Cape Town Child Welfare Society, Western Cape Council for Child and Family Welfare (over 30 member organisations), Islamic Social Welfare Agency, The Homestead Projects for Street Children, The ABH Council:
 - o Undertook development and support of civil society social development structures at national, provincial and local levels.
- Advanced project management skills – project conception, design, implementation and evaluation (funded by the Charles Stewart Mott Foundation, USA)
 - o Joint Project Manager with the Directorate Public-Private Partnerships of the Department of Welfare, responsible for the Development and Implementation of the Non-Profit Training and Information Project. This project was implemented during the 1998/1999 year and achieved the following results with approximately

1500 Department of Social Development and non-profit organisations' officials from throughout South Africa:

- Created better understanding and appreciation of the non-profit sector,
- Created greater awareness and understanding of the following legislation affecting the social sector: The Non-profit Organisations Act No.71 of 1997, Special Investigations Units and Special Tribunals Act No.74 of 1996, Lotteries Act No.57 of 1997, National Development Agency Bill B91D-98, Income Tax Act No.58 of 1962, and the VAT Act No.89 of 1991.
- Created better relations between government officials and non-profit service providers.

- Advanced policy development, analysis and research skills
- Networking with government and civil society organisations and international agencies on social policy development and implementation.
In this respect:
 - o Participated in and addressed the United Nations Commission for Social Development meetings in New York, International Council on Social Welfare meetings in New York, Israel, Denmark and Kenya; World Alliance for Citizen Participation (CIVICUS) meetings in Hungary and Kenya, the Economic Commission for Africa meeting in Kenya
 - o Spearheaded follow-up to the World Summit for Social Development "Copenhagen Agreement" in South Africa by organising national consultations in partnership with the Department of Social Development and various civil society bodies. Subsequently co-chaired with the Department of Social Development the South African Committee for Social Development.
 - o Facilitated public participation in social policy formulation and analysis, and made submissions and presentations to the Portfolio Committee for Social Development on post-1994 legislation relevant to the social development sector ie. Social Assistance Act 59 of 1996 (as amended), Child Care Amendment Act, Developmental Social Welfare Act, Social Work Act, Acts mentioned above, South African Developmental Welfare Governance Bill, etc.
- Financial and Human Resource Management of Non-Profit Organisations with budgets ranging from R1 million to R8 million per year.
- Facilitation of Transformation and implementation of social welfare service delivery at local, national and international levels.
- Formulation, monitoring and implementation of welfare service delivery programmes.
- High level negotiation and interpersonal skills:
 - o Participated in negotiations with the following bodies:
 - United Nations Commission for Social Development
 - NGO Forums at the UN Commission for Social Development, Economic Commission for Africa
 - International Council on Social Welfare
 - World Alliance for Citizen Participation
 - Office of the President-South Africa

- Ministry for Social Development, South Africa
 - National Education Health and Allied Workers Union
- Computer user knowledge, Information Management experience
 - Competent with Microsoft Word, Excel, Power Point, Access
 - Working experience with Pastel 4
 - Managed Microsoft Access database with 8000 unit
 - Advanced analytical and problem solving skills
 - Participated in the Anderson Consulting led Social Security Re-Engineering Consortium the developed proposed solutions for social security delivery in South Africa. Guided the consortium on the kind of business processes that should be part of the social security delivery system in South Africa.
 - Ability to work under pressure
 - Ability to meet extremely short deadlines, work overtime and weekends, respond to various urgent demands simultaneously, handle legal, labour or business process, management or politically related stress and pressure very well.
 - Communication expertise
 - Excellent written and spoken communication skills. Presented speeches and papers at the following global events:
 - European Seminar –Internal Council on Social Welfare-Denmark, 1997
 - International Conference on Social Welfare-Israel, 1998
 - United Nations Commission for Social Development-New York, 1999
 - NGO Forum-Economic Commission for Africa-Keyna, 1999
 - Made several national and local presentations
 - Produced and edited “Briefing”, the quarterly newsletter of the National Welfare Social Service and Development Forum from 1997 to 1999
 - Produced and edited Reports of the First and Second National Conferences on Follow-up to the World Summit for Social Development in South Africa
 - Internal/external networking skills:
 - Managed a national network of 8000 NGO’s involved in social development in South Africa
 - Networked with inter-governmental and governmental organisations, international and local funders, international NGO networks, national NGO bodies

OCCUPATION HISTORY

April 2002-Present Date: Cape Town Child Welfare Society

Position: Chief Executive

Responsibilities:

- Overall management of the 2nd largest Child Welfare NGO in South Africa-211 personnel.
- Strategic Leadership and Management
- Financial Management

- Program Development
- Marketing and Funding Management
- Administration and Human Resource Management
- International and National liaison
- Communications Management
- Government , Donor and Public relations
- Overall service delivery management
- Policy development
- Governance Management

January 2000-April 2002: Cape Town Child Welfare Society

Position: General Manager-Direct Services, Director-Services

Responsibilities:

- Responsibility for transformation, planning, implementing, monitoring and evaluating direct social welfare services of Cape Town Child Welfare Society, accountable to the Director (now Chief Executive Officer)
- Team leader for visioning, strategic planning and management of direct social service delivery
- Development and implementation of Service Plans
- Consultation to direct service managers
- Chairing of disciplinary inquiries
- Conflict resolution
- Strategic planning facilitation for agency
- Materials development, Design and implementation of Capacity building training program
- Management of Guguletu HIV/AIDS pilot program-services and monitoring budget
- Delivered various presentations, submissions and speeches ie.
 - World Bank Institute/University of Cape Town
 - Cape Metropolitan Council-AIDS workshop
 - Street Children's Forum-AGM
 - Ons Plek-AGM
 - Committee of Inquiry into a Comprehensive Social Security System
 - The Homestead-AGM
 - Voice of the Cape Radio
 - Islamic Social Welfare Agency
 - South African National Council for Child Welfare-Regional Assembly
 - And Strategic Planning workshop
 - National Alliance for Street Children
 - Cape Town Child Welfare-AGM
 - National Conference :Children and Poverty-University of the Western Cape
 - Launch of Tembalabantwana-Aids project
- Preparation of Funding Proposals
- Financial oversight duty as signatory of Society's bank accounts
- Internal and external facilitation of business process and policy development
- Personnel recruitment, selection and management duties-especially senior and middle management

April 1998-November 1999: National Welfare Social Service and Development Forum

Position: Executive Director

Responsibilities:

- Strategic Planning, Management - National and International Programmes
- Organisational Development, Recruitment and Membership development
- Human Resource and Financial Management - including meeting stringent USA auditing requirements
- Programme Development, Implementation, Monitoring and Evaluation
- Grant Management & Budgeting
- International Linkages & Networking
- Operational Representative of National Structure at National & International Fora and, facilitation of social policy development at international and regional levels for national implementation
- Regularly accountable to Executive and Management Committees
- Facilitation of Public Participation in Policy and Legislation Formulation in the Welfare, Social Service and Development Sector, as well as building of capacity of government and non-profit service deliverers to understand and implement new legislation in the sector
- Social Policy Development and Analysis, Planning and Organisation of National and International Workshops and Conferences
- Resource Mobilisation, Proposal writing
- Publication of Regular Newsletters, Reports and Information bulletins
- Facilitation of Development, analysis and implementation of policy
- Initiatives towards Strategic Transformation of welfare service delivery as well as the transformation and re-engineering of Social Security in South Africa
- Development and ongoing liaison with key inter-governmental, governmental and non-governmental bodies in pursuance of social development objective and civil society sector as a whole
- Intersectoral co-ordination of government and civil society stakeholders activities' towards implementation of the Copenhagen Agreement of the World Summit for Social Development, through Co-chairing the South African Committee for Social Development

Reason for leaving: Opportunity at another company

February 1997–March 1998: National Welfare Social Service & Development Forum

Position: National Co-ordinator

Responsibilities:

- Co-ordination of National NWSSDF activities
- Human Resource Management
- Organisational Development
- Grant Management & Budgeting
- Networking

- Monitoring & Evaluation of Provincial Programmes to inform Capacity Building initiatives
- Regularly accountable to Executive and Management Committees
- Facilitation of Public Participation in Policy and Legislation Formulation in Welfare Social Service and Development Sector aimed at transformation of welfare services in South Africa
- Communications
- Participation in social policy development at International level ie. United Nations Commission for Social Development, International Council on Social Welfare etc.

1995-1997: Aryan Benevolent Home Council

Position: National Development Manager

Responsibilities:

- National Co-ordination of ABH welfare service delivery – Aged, Disabled, Children
- Monitoring of Institutional Care service standards
- Development and expansion of welfare service delivery
- Management of National Services
- Budget Preparations
- Formulation, Monitoring & Evaluation of Social Welfare Programmes

1996-1997: Aryan Benevolent Home Council

Position: Principal of Children's Home (102 children)

Responsibilities:

- Human Resource Management (50) personnel
- Management and Supervision of Children's Homes and Child Care facilities in Kwazulu Natal, Gauteng and Western Cape.
- Financial Management
- Staff Development
- Child & Youth Care Policy Development

1993-1995: Aryan Benevolent Home Council

Position: Senior Social Worker

Responsibilities:

- Supervision of Social Workers
- Transformation, Formulation, Monitoring and Evaluation of Health and Welfare Programmes for the Aged, Disabled, Children and communities in line with the White Paper for Social welfare and the Reconstruction and Development Programme, at eight projects, nationally
- Preparation of Project Proposals
- Project Management and Administration
- Industrial Relations
- Professional Consultancy services to ABCH Branches
- Television Documentaries and Media Interviews on Social Welfare Services

- Attendance of meetings, workshops & conferences related to welfare service delivery
- Representative of organisation on State and other bodies
- Co-ordination of professional services at eight projects,

1989-1993: Phoenix Child and Family Welfare Society

Position: Social Worker

Responsibilities:

- All methods of social work intervention with children,youth and families.
- Statutory work ie, Enforcement of Child Care Act
- Community Development and Training
- Transformation of Organisation and Services
- Program Formulation, Monitoring and Evaluation
- Research
- Fundraising
- Policy Development

LANGUAGES

- English, Afrikaans, Basic Zulu

SUMMARY OF QUALIFICATIONS

- Bachelor of Arts (Social Work)
- Master in Medical Science (Social Work) (Mini-thesis outstanding)
- Certificate in Management (short course)

EDUCATION

1984 – 1988 University of Durban-Westville, Durban

B.A. (Social Work)

Majors – Social Work and Psychology

1994 – 1996

Master of Medical Science in Social Work

Obtained all courses. Mini-thesis outstanding.

NB. See Annexure 1 for full list of all courses obtained to date.

SERVED ON THE FOLLOWING COMMITTEES:

- Co-Chairperson-SA Committee for Social Development
- Social Security Re-engineering Consortium (Andersen Consulting + Partners)
- Ubuntu Trust Board + Committees
- Broader Forum of the National Development Agency (NDA)
- National Plan of Action Committee for Human Rights
- National Poverty Forum
- Ex-officio member of the Executive and Management Committees of the

- NWSSDF
- National Coalition of Social Services
- International Council for Social Welfare Representative at the United Nations Commission for Social Development
- Committee of Representatives of the International Council on Social Welfare
- Constitutional sub-committee of CIVICUS Africa (World Alliance for Citizen Participation)
- National Organising Committee for the 29th ICSW International Conference on Social Welfare, planned for Cape Town, 2000.
- Core Committee responsible for implementation of the Non-profit Information and Training Project; a capacity-building project that has empowered approximately 1500 government and non-government social sector service providers to understand the new legislation affecting the non-profit sector.

Currently serving on the following committees:

- International Forum on Social Welfare (Executive Committee)
- International Forum for Child Welfare (Executive Committee)
- Ithuba Trust Board of Trustees (Deputy Chairperson)
- South African National Council for Child Welfare (National Board Member)
- South African National Council for Child Welfare-Western Cape Regional Board (Chairperson)
- Ex-officio member of Board of Cape Town Child Welfare Society

Relevant Experience (summary)

2002: Presented papers at national and international conferences

2001: Presented paper at national welfare conferences

2000: National Welfare conferences, National NGO conference

1999:

- Attended 37th Session of the United Nations Commission for Social Development, New York, 9-19 February 1999. Presented Report on Poverty in South Africa to an NGO Forum at the Session. Chaired an NGO Session at the UNCSD.
- Attended Economic Commission for Africa (ECA) Meeting and NGO Forum on World Summit for Social Development Follow-up, Nairobi, Kenya, 15 -17 March 1999. Facilitated and Chaired a session at the NGO Forum in Mbagathi, Kenya.
- Attended National Welfare Budget Debate, Parliament, Cape Town, 19 March 1999.
- Organised National Consultative Workshop on New Government Financing Policy for Social Welfare Services, Johannesburg, 10 April 1999.
- Attended Preparatory Committee Meeting for the Special Session of the United Nations General Assembly on the Implementation of the Outcome of the World Summit for Social Development and Further Initiatives, New York, 17-28 May 1999.

- Attended CIVICUS (World Alliance for Citizen Participation) Africa Assembly: CIVIL SOCIETY AND THE ERADICATION OF POVERTY IN SOUTH AFRICA, Nairobi, Kenya, 14 -19 June 1999.
- Attended United States Agency for International Development Workshop: STRENGTHENING STRATEGIC PARTNERSHIPS BETWEEN GOVERNMENT AND CIVIL SOCIETY, Johannesburg, 21 June 1999.
- Attended North West Province Workshop on Follow- up activities to the World Summit for Social Development, Mafikeng, September 10, 1999. Presented Paper on Global and South African Progress Towards Implementation of the WSSD Commitments.

1998:

- Attended 28th International Conference on Social Welfare held by the International Council on Social Welfare (ICSW) in Jerusalem, Israel, July, 1998.
- Attendance Committee of Representatives Meeting of ICSW (Management Committee) held at Netanya, Israel, June, 1998.
- Organised the First National Conference on follow-up to the World Summit for Social Development in South Africa in Midrand, Gauteng, May 1998.
- Attended Launch of the Poverty and Inequality Report by Government at Midrand, Gauteng.
- Jointly Formulated and Managed the Non-profit Organisations Training Project with Ms S. Gordhan , Directorate NGO's , Dept of Welfare.

1997:

- Addressed Welfare Forum Capacity Building Workshops in 7 provinces.
- Attended CIVICUS World Assembly of civil society organisations, Budapest Hungary.
- Presented South Africa Country Report on Progress Towards Implementation of the World Summit for Social Development Commitments at the ICSW European Seminar on "Basic Social Values in a Changing World", Copenhagen, Denmark.
- Addressed Kwazulu Legislative Assembly, Welfare Portfolio Committee, on Social Welfare Policy.
- Attended National Welfare Budget Debate, Parliament, Cape Town.
- Facilitated Welfare Rights Workgroup at SA Human Rights Commission, National Human Rights Conference, Midrand, Gauteng.

1987-1996: Attended various conferences on welfare services including:

- White Paper on Social Welfare Conference , Bloemfontein, Free State.
- Multi-cultural counselling, Rand Afrikaans University, Johannesburg.
- National Child Care Conference (NACCW),Johannesburg.
- National Welfare Conference, University of Witwatersrand, JHB.

VOLUNTEER EXPERIENCE

- 1987-Founder Member; Umtapo Educational and Development Centre, Durban.
- 1989-Member: Welfare Policy Committee, Durban.
- 1990-Member; Children's Rights Committee, Durban.

- 1991-English Literacy facilitator: Sizabantu Literacy Project, Overport, Durban.
- Member; Literacy Committee, Umtapo Centre, Durban.
- Committee Member: Forum for Adult and Continuing Education KZN
- 1992-English Literacy Facilitator, Overport, Durban.
- 1994-KZN Provincial Representative to the Interim Committee for the Restructuring of the SA Council for Social Work.
- Chairperson-Street Children's Task Force, Durban.
- Vice-Chairperson-Region 3, Southern Kwazulu - Natal Welfare Social Service and Development Forum.
- Chairperson: Board of Trustees- Cherry Lane Village Development, Sherwood, Durban.
- 1995-Chairperson –Street Children's Forum, Durban.
- Convenor-Bhambayi Working Committee, Bhambayi, Durban.
- Provincial Representative-KZN Intersectoral Committee on Children at Risk.
- Vice-chairperson-Region 3, Southern KZN WSSDF.
- 1996-Management Committee Member, Southern KZN WSSDF.

AWARDS RECEIVED

- Finalist: Four Outstanding Young South Africans Award, 1995
- Distinguished Service Award-Junior Chamber International, 1995

REFERENCES

1. Professor T.D. Chetty, Deputy Vice-Chancellor, University of Durban-Westville
 Address: University of Durban Westville, Administration, Private Bag x54001, Durban 4000
 Telephone: +2731 – 2044111

2. Prof. Julian Disney, Immediate Past President, International Council on Social Welfare
 Address: 24 Edgar Street, Eastwood, NWS 2122, Australia
 Tel: 09-61-2-9804 8824
 Fax: 09-61-2-9804 8823

3. Ms Joyce Matube, CEO Ithuba Trust Mellville ,Johannesburg
 Tel: +27-11-482-2330

LIST OF COURSES OBTAINED:

Bachelor of Arts (Social Work)

- Social Work 1,11,111,1V
- Psychology 1,11,111
- Sociology 1,11
- Criminology1

- Afrikaans Prakties

Masters of Medical Science (Social Work)

- Clinical Methods in Social work 1,11,111
- Mental Health
- Research Methods
- Community Health and Community Work
- Medical Sociology
- Social Work Supervision and Administration
- Anatomy, Pathology and Physiology for Medical Social Work

Certificate in Management

- Social Welfare Policy
- Legal Aspects of Social Welfare
- Board –Staff Relations
- Managing Change
- Strategic Management
- Developing Business Plans
- Human Resource Management
- Project Management
- Report Writing
- Identifying and Managing Stress
- Decision –Making and Problem Solving
- Time Management
- Conflict Management

World Bank Course on “PROTECTING THE VULNERABLE: THE DESIGN AND IMPLEMENTATION OF EFFECTIVE SAFETY NETS” at the University of Cape Town (UCT). The course was a collaborative effort amongst the Ethiopian Civil Service College, Makerere University (Uganda), World Bank Institute and UCT.

- The following topics were covered in this Course:
 - Social risk and the Poor-the roles of households, private institutions and governments in safety net provision.
 - Targeting modalities-costs and benefits
 - Safety net programs-general design and program mix issues
 - Transfer programs for the vulnerable-direct and indirect cash transfers
 - In-kind transfers-food and nutrition oriented interventions
 - Ensuring access to basic services-fee waiving in health, education, energy and housing
 - Employment creation-the role of the public works schemes
 - Micro-savings/micro-credit and non-informal insurance
 - Financial considerations and institutional incentives
 - Emerging modalities for decentralization-the experience with social funds
 - Program monitoring and evaluation
 - Designing a comprehensive national safety net-criteria for choosing among interventions
- Completed this Course on the 7th June 2000.

Interpersonal Leadership Skills Course, 2001