

# CURRICULUM VITAE: CYBIL MANEVELDT (previous Müller)

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## PERSONAL DETAILS

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Nationality: South African  
Language proficiency: Afrikaans and English  
IsiXhosa (Intermediary)  
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## EXECUTIVE SUMMARY

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I have been fortunate to actively participate in the global social movement that provides a holistic approach for the sustainable development of vulnerable communities for over 20 years. This period afforded me the opportunity to work with a variety of organizations around the African continent (including an international NGO) as part of the senior management and or consultancy team with key focuses, inclusive of:

- Social Economic and Performance Management
- Stakeholder Management and Support
- Conducting research (desktop and fieldwork)
- Analysing strategic reports for the development of sustainable socio-economic programs and projects (public sector, mining industry, NGOs including international and private sector)
- Development and facilitation of skills and training programs for economic strengthening of youth, women, and persons with disabilities
- Monitoring, Evaluation, and Reporting
- Programme and Project Management
- Development of Transversal Coordination Management Frameworks to plan, co-ordinate and report on multi-sector programs and projects
- Grant Funding Management and Reporting

I have gained valuable knowledge and experience by providing my services to:

- Mining Industry Clients: Anglo American, De Beers: Freelance Consultant, Social Performance Management, 18 months (African Continent)
- The Provincial Government of the Western Cape: Director of Public Employment Programme, 10 years
- FHI360, USA Based NGO: Provincial Manager of the Intensive Economic Strengthening Program for Adolescent Girls and Young Women, 2 years
- Non-Governmental Sector, including Faith Based Organizations: Freelance Consultant, Strategic Management and Support, 5 years
- Private Sector Training Institution Clients: Limadi Large Projects and BeAlert Training, Skills Development Facilitator, 2 years

My style of leadership is transformational, and I am devoted to lifelong learning for personal and professional growth.

## EDUCATION AND SKILLS PROGRAMS

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**Team Training, Education and Development: 2023**

Skills Development: Assessor and Material Design

### **International Labour Organization (ILO): 2017**

Mainstreaming Sustainable Development Goals and Transitioning Public Employment Programs towards a Greener Economy in South Africa

### **National School of Government: 2017**

Lead Facilitation: Gender Mainstreaming

### **Nelson Mandela University of Technology (NMMU): 2010 - 2013**

- **Certificates (NQF9):**
  - South African Economy in a Global Context
  - Leading Change
  - Communication and Client-driven strategies
- **Post Graduate Diploma (NQF 8):** Executive Leadership Program and Project Management
  - Strategic Human Resource Management
  - Leadership and Good Governance (Distinction)
  - Financial Management and Budgeting
  - Strategic Planning and Management
  - Policy Formulation and Implementation

### **Western Cape Provincial Training Institute: 2012**

- International Benchmarking Project in Bavaria, Germany (02 – 12 July 2012)

### **Cape Peninsula University of Technology: 1996 - 2004**

- Bachelor's Degree: Business Administration
- National Diploma: Office Administration
- Coursed completed as part of MTEC in Business Administration: Organizational Dynamics V, Research Methodology, Project Management V

### **John Ramsay Senior Secondary School (Western Cape): 1987**

Matric Certificate (Grade 12)

### **BOARD MEMBERSHIP**

BADISA, South Africa: Little Seeds Early Childhood Development (ECD) Program

### **REARCH ASSIGNMENTS**

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- An Analysis of International Standards and South African legislative framework that governs in migration, 2024
- An Analysis of the Legislative Frameworks and Policies that guides Involuntary Resettlement within the African Context, 2024
- Fieldwork Research Project: Assessing the socio-economic impact of in migration on mining communities within Botswana, 2023
- An overview of the main technological challenges that women in mining towns must overcome, 2023
- An Analysis of the alignment between International and National Human Rights Polies (African Context, 2023)
- A Local Market Assessment (LMA) for the development of economic strengthening initiatives for Youth Not in Employment, Education, or Training (NEETS) – South Africa, Western Cape, 2021

## **HUMAN CAPITAL AND COMMUNITY DEVELOPMENT PROGRAMS (YOUTH, WOMEN AND PERSONS WITH DISABILITIES)**

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### **Designing integrated community development projects for mining communities (African Continent)**

- Analysed Community Assets and Needs Maps and External Review Reports of vulnerable communities within Eastern and Northern Cape and develop socio-economic development programs and projects:
  - Health and Wellness
  - Education, Training and Skills Development
  - Artisans and Entrepreneurship
  - Employment
- Developed and coordinated strategic stakeholder management plan
- Design estimated budgets for client approval

### **Provision of Strategic Management, Coordination and Reporting Expertise to Intensive Economic Strengthening Programs for Youth, Women and Persons with Disabilities (South Africa: Western Cape, Northern Cape, and Eastern Cape)**

- Development of strategic, annual and implementation plans
- Development of strategic stakeholder management plans to facilitate the coordination of transversal community development programs across sectors and target groups (entrepreneurship, employment, and skills programs)
- Development and Management of Partnership Agreements
- Development and coordination of fundamental training program (holistic development approach)
- Coordinate and direct implementation of programs and projects
- Coordinate and facilitate skills development and training programs
- Coordinate and facilitate oversight visits of funders
- Develop and present performance reports (administration and political stakeholders)

## **INTERNATIONAL CONFERENCES/BENCHMARKING PROGRAMS**

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### **International Benchmarking Programme, Bavarian Government, Germany (02 – 12 July 2012)**

- Health Programs: Women, Youth and Children
- Family Programs: Early Childhood Development, Parenting and Youth Development Employment Methodology
- Public Transport Systems (including a site visit to Audi Motors Manufacturing Plant)

### **International Planned Parenthood Federation, African Region (IPPFAR), Nairobi (02-07 February 2020)**

- Attended Strategic Conference: Sexual and Reproductive Health and Rights
- Key focus points: Global focus and Direction, Resource Mobilization and Maximizing Funding Opportunities, International best practices and Ethics and Good Governance

## **OTHER SKILLS AND KNOWLEDGE**

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| • Strategy and Management Support                      | • International Labour  | • Community Development                    |
| • Social Performance Management                        | • Organization (ILO)  | • Skills Development:                      |
| • Strategic Stakeholder Management and Coordination    | • Financial Management  | Facilitation, Assessor and Material Design |
| • Africa: Public Employment Program                    | • Grant Funding (Contract Management, Monitoring and Reporting) | • Communication: Advocacy and Marketing    |
| • PEPFAR, USAID DREAMS Program                         | • SA Government Policies and Programmes                         | • Leadership Development                   |
| • United Nations Human Rights Conventions              | • Performance Management  | • Mentoring and Coaching                   |
| • Social and Human Rights Impacts and Analysis (SHIRA) | • International Finance Corporation (IFC) Standards             | • Monitoring, Evaluation and Reporting     |
|  | • Risk Management   | • Operations Management                    |
|  | • Research  | • Program and Project Management           |

## COMPUTER LITERACY

Proficient in the full MS Office Suite of Programmes:

- MS Word, MS PowerPoint, MS Excel, Outlook, Internet, MS Teams, Zoom
- Management Information Systems: CBIMS, RedCap
- Research Tools: Dedoose and Survey123

## EMPLOYMENT RECORD

### 1. October 2022 – Present: Consulting Services

#### a) Mining Sector: Social Performance Consultant (African Continent)

##### Maisha Social Solutions

##### Key Deliverables

<p><b>Development of Socio-Economic Programs and Projects for mining areas of influence</b> (Sustainable Livelihoods)</p>	<ul style="list-style-type: none"> <li>• Early Childhood Development (incl. entrepreneurial opportunities)</li> <li>• Adolescent Health and Economic Empowerment</li> <li>• Infrastructure Maintenance (facilities: education, health, residential care)</li> <li>• Health and Wellness Outreach Programs (Community Health Workers, Home Community-Based Carers)</li> <li>• Mobile Libraries and Library Assistants (ECD, Primary and High Schools)</li> <li>• Enterprise Development (Youth focus)</li> <li>• NGO Capacity Building (Ethical Leadership and Management)</li> <li>• Local Government Capacity Building (Leadership Program)</li> </ul>
<p><b>Socio Economic Development (SED) Strategy, 2022 – 2026</b></p>	<ul style="list-style-type: none"> <li>• Developed content for SED 5-year plan               <ul style="list-style-type: none"> <li>- Statement of Works</li> <li>- Theory of Changes</li> <li>- Monitoring and Evaluation Framework for SED projects</li> <li>- Developed Terms of Reference for the establishment of an SED Transversal Project Management Committee</li> </ul> </li> <li>• Provision of support with the identification of SED opportunities and projects, across Areas of Influence and sectors</li> <li>• Developed Workplans for SED deliverables</li> <li>• Developed SED capacity building material and facilitated on-site workshop for SED champion (health, education, skills &amp; artisan development, employment, enterprise development, food security &amp; livelihoods)</li> <li>• Facilitated internal assurance review readiness process and prepare team for assessment review</li> <li>• Reviewed assessment outcomes: facilitated appeals process, aligned and or developed control measures (further enhance and or mitigate)</li> </ul>
<p><b>Stakeholder Engagement Management and Coordination</b></p>	<ul style="list-style-type: none"> <li>• Review and align Stakeholder Engagement Plan to Anglo American Social Way 3 Strategies</li> <li>• Develop Stakeholder Engagement Log</li> <li>• Facilitate capacity building sessions to management team on effective community engagements</li> <li>• Prepare stakeholder engagement team for internal and external assurance assessments</li> <li>• Developed research instruments for stakeholder engagements (community sensitization workshops, interviews and focus group discussion)</li> <li>• Conducting stakeholder engagement sessions with community structures and boarder community members (kgotlas)</li> </ul>

	<ul style="list-style-type: none"> <li>Developed Quality Improvement Plans (including tools)</li> </ul>
<b>Human Rights (Desktop Research)</b>	<ul style="list-style-type: none"> <li>Developed Human Rights Matrix: UNHRC, ILO, Botswana Constitution</li> </ul>
<b>Social and Human Rights Impacts and Risk Analysis (SHIRA)</b>	<ul style="list-style-type: none"> <li>Developed key messages for training and advocacy material (target audiences: communities within area of influence, village structures/committees, government, business)</li> <li>Developed research methodology</li> <li>Conduct fieldwork, data capturing &amp; analysis and report</li> </ul>
<b>Research Project: Site Induced Migration (SIM)</b>	<ul style="list-style-type: none"> <li>Developed key messages for training and advocacy material (target audiences: communities within area of influence, village structures/committees, government, business)</li> <li>Developed research methodology and tools</li> <li>Conduct fieldwork, data capturing &amp; analysis and report</li> <li>Review and update SIM Management Plan and Assessment Report</li> </ul>
<b>Review and Planning</b>	<ul style="list-style-type: none"> <li>Developed Quarterly Reporting Tools <ul style="list-style-type: none"> <li>Governance</li> <li>Review and Planning</li> <li>Stakeholder Engagement Plan</li> <li>Socio-Economic Development</li> <li>Social Human Impacts and Risk Analysis (SHIRA)</li> <li>Emergency Response Prevention Register</li> <li>Incidents and Grievances</li> </ul> </li> </ul>
<b>Social Performance, Life of Asset Plan (LoAP) Chapter, 2023</b>	<ul style="list-style-type: none"> <li>Conducted desktop reviews of source documents and developed content of LoAP Chapter</li> </ul>
<b>Strategic Management Support</b>	<ul style="list-style-type: none"> <li>Provision of overall strategic management support across business units</li> </ul>

**b) Skills Development and Training: Facilitation of training sessions**

- **Limadi Industrial Projects:** Enterprise Development for Women and Youth
  - Young Women with Disabilities Project: Developed training material and facilitated skills program on Personal Development and Building Your Personal Brand. Facilitated accredited training modules in Business Ethics and Communication.
  - Women Entrepreneurs (construction, transport, services): Developed profile questionnaire to guide planning for appropriate interventions
  - Developed Partnership Matrix for Northern Cape Chapter: Youth and Women Development Programs
- **Be Alert Training, Chrysallis Youth Academy:**
  - Developed training material for Youth Skills Program: An Introduction to Early Childhood
  - Facilitate youth development skills programs in Early Childhood Development

**2. FHI 360 AGYW DREAMS Program: Provincial Manager (Western Cape) for Social Asset Building (SAB) and Intensive Economic Strengthening (IES): November 2020 to September 2022**

**Outline**

To oversee and coordinate the implementation of the DREAMS program within the Western Cape.

<b>Key Responsibilities</b>	
Planning and Coordination	<ul style="list-style-type: none"> <li>Developed Annual Provincial Operational Plans aligned to Programme Concept Paper</li> <li>Developed Stakeholder and Partner Matrix and Plan to leverage and maximize resources</li> <li>Conducted a Local Market Assessment to guide the successful implementation of the Intensive Economic Strengthening Programme</li> <li>Developed Annual Business Unit Workplans (overall and per sub district)</li> <li>Developed Provincial Monitoring and Evaluation Log frame</li> <li>Developed Monthly Reporting Templates</li> </ul>

Stakeholder Management and Communication	<ul style="list-style-type: none"> <li>• Successfully established and maintained collaborative relationships with USAID program partners, government, civil society organizations, TVET and SMMEs</li> <li>• Effectively liaised with internal and external partners to leverage resources for program implementation (skills development, enterprise development, internships)</li> <li>• Facilitated and supported strategic stakeholder engagements to advocate, market and obtain support for program (national, provincial, and community-based levels)</li> </ul>
Oversight, Monitoring, Progress Review and Reporting	<ul style="list-style-type: none"> <li>• Compiled scheduled and ad hoc progress reports for submission to management</li> <li>• Attended scheduled and ad hoc progress report meetings to present updates, share lessons and upcoming plans</li> <li>• Tracked, analysed, and reported performance of key deliverables</li> <li>• In partnership with MER tracked, analysed, evaluated, reported quantitative performance</li> <li>• Analysed gaps, identified, and implemented measures for improvement</li> <li>• Conducted on-site visits</li> </ul>
Systems and Process Management	<ul style="list-style-type: none"> <li>• Developed Standard Operating Procedures to standardize processes across sub districts</li> <li>• Conducted periodic reviews of systems and processes for improvement</li> <li>• Contributed to the overall improvement of programme (nationally) through the development of implementation and monitoring tools</li> <li>• Identified potential risk and mitigations</li> </ul>
Human Resource Management Development, and Support	<ul style="list-style-type: none"> <li>• Managed human capital and resources to ensure effective implementation across areas of responsibility and influence</li> <li>• Developed and managed staff performance agreements and performance reviews</li> <li>• Conducted staff performance reviews for acknowledgement, improvement and or further development</li> <li>• Facilitated staff capacity building sessions on IES concepts, stakeholder engagements, community participatory sessions, and MER principles</li> </ul>
Financial and Asset Management	<ul style="list-style-type: none"> <li>• Centralized Financial Management System: Developed provincial budget line items aligned to Workplan Activities for approval</li> <li>• Managed expenditure and submitted monthly reports</li> <li>• Managed Provincial Asset Register</li> </ul>
Overall Programme Implementation Support	<ul style="list-style-type: none"> <li>• Contributed to the overall improvement of programme (nationally)</li> <li>• Developed control mechanisms and tools to enhance and or improve performance</li> <li>• Facilitated DREAMS Program information sessions to potential AGYW for enrolment</li> <li>• Facilitated IES Linkages Mentorship through the provision of work readiness sessions</li> <li>• Actively participated in partnership engagements to strengthen overall implementation of program</li> <li>• Provided support to AGYW on IES linkage opportunities</li> <li>• Developed Provincial Operational Plans for the implementation of SAB and IES activities</li> <li>• Developed and maintained a Provincial Stakeholder Management Plan for IES, aligned to program concept paper</li> <li>• Conducted a Provincial Local Market Assessment for IES</li> <li>• Undertook periodic data-driven program review and troubleshooting</li> <li>• Actively participated in management, teams, and organizational meetings</li> </ul>

### 3. Advisory and Freelance Consultancy Services: July 2019 – October 2020

#### **Outline**

Provision of advisory and consulting services (both voluntarily and paid) to community-based organizations in Strategic Management (review strategic direction, amendment and development of annual performance and operational plans, development of staff performance agreements, leadership support and financial control measures) and Strategic Stakeholder Management (liaison person between community-based organizations, government and private sector to leverage and maximize resources) for the achievement of their individual strategic goals.

#### **Strategic Management Support and Development February – June 2020: PSH AGYW School-Based Program Responsibilities**

- Consulted to participate in strategic planning session of various NGOs and provided input for the amendment and strengthening of organizational direction (review vision, mission, strategic and policy documents)
- Provision of advisory services to management teams

- Facilitated and drafted strategic and operational documents (annual performance plans, operational plans, reporting toolkit, performance agreements and risk management register)
- Provision of leadership support (Eastern Cape, Northern Cape, and Western Cape)
- Reviewed and updated monthly performance reports to donors
- Provided support to regional managers for the mobilization of resources (including food security initiatives)
- Developed operational templates (asset management, financial control measures, reporting, implementation plans) to improve efficiencies

**COVID-19 Strategic Stakeholder Management and Support (April – July 2020): DIACONIA**

**Responsibilities**

- Contracted as strategic liaison person for implementation of COVID-19 Strategy
- Fostering partnerships with key executive leaders of government, community-based organizations, and private sector within the Western Cape
- Identified key stakeholders with the necessary authority, resources, and community footprints to form strategic partnerships with.
- Facilitated strategic meetings with Executive Mayors and Chief Directors at municipal and provincial government levels
- Facilitating meetings with community-based organizations to determine existing networks and most vulnerable communities
- Facilitating meeting with private sector to leverage resources (products, services, etc.) for distribution to communities in need
- Develop, manage, monitor, and report on key aspects of agreements
- Developed action plans based on agreements reached
- Facilitate the implementation of action plans with key stakeholders across provincial and local government, community-based and private sectors (at strategic, tactical, and operational levels)
- Facilitate and execute oversight of interventions

**4. Western Cape Provincial Government, Director: Public Employment Programmes (Expanded Public Works Programme) April 2009 – April 2019**

**Outline**

To provide strategic leadership for the provincial coordination, management, implementation, and compliance monitoring of the Expanded Public Works Programme (EPWP) as a lead intervention to alleviate unemployment and poverty within the Western Cape.

<b>Key Responsibilities</b>	
Strategic Management	<ul style="list-style-type: none"> <li>• Facilitated the completion of Policy, Incentive Grant Agreements between National Minister of Public Works, Provincial Ministers of eleven implementing departments and Mayors of thirty municipalities.</li> <li>• Developed, reviewed, updated, and aligned provincial strategic directive, business plans, policies, compliance monitoring tools, and performance indicators.</li> <li>• Lead overall coordination, management, implementation and reporting of the transversal program and sub programs across all spheres of government, non-governmental organizations, and private sector, as well as across all sectors (infrastructure, social, non-state, environmental).</li> <li>• Appointed as provincial representative at national, provincial, and local government committees</li> <li>• Appointed as Chief Director of Community Based Programs (inclusive of EPWP, Construction Industry Innovation and Empowerment and Masakh’iSizwe Bursary Programs)</li> </ul>
Human Capital Management and Development	<ul style="list-style-type: none"> <li>• Managed staff complement of average thirty officials (inclusive of head office and five regional offices)</li> <li>• Developed business-, operational- and implementation plans</li> <li>• Developed, managed and reviews staff Performance Agreements</li> <li>• Mentored and coached middle and junior management team</li> </ul>

	<ul style="list-style-type: none"> <li>Facilitated directorate and sub-committee meetings</li> </ul>
Transversal Institutional Framework Management	<ul style="list-style-type: none"> <li>Developed stakeholder management strategy to achieve objectives</li> <li>Managed of transversal strategic coordination framework (establishing committees, district forums and sector workgroups) for joint planning and reporting</li> <li>Managed, reviewed, and updated stakeholder management matrix</li> <li>Responsible for program advocacy and marketing to influence stakeholder participation</li> <li>Facilitate stakeholder engagements, at political and administrative levels (Cabinet, Mayoral and Senior Administrative levels)</li> <li>Facilitate workshops for completion of transversal business plans aligned to budgets and grant allocations</li> <li>Facilitated the establishment of external reporting structures (sector specific) to ensure compliance and accountability amongst service providers</li> </ul>
Communication: Advocacy and Marketing	<ul style="list-style-type: none"> <li>Developed provincial communication strategy to market strategic intent of program</li> <li>Developed and facilitated advocacy presentations and workshops at strategic platforms (provincial cabinet committees, executive management teams, political committees, and communities)</li> <li>Provision of performance reports (provincial cabinet committee, and national-, provincial- and local government platforms)</li> <li>Form part of departmental delegation to report at Standing Committee on Public Accounts (SCOPA)</li> <li>Developed Standard Operating Procedures to encourage best practices and learnings across the program</li> <li>Developed project profiling templates to capture projects and its impact for publishing in departmental and municipal brochures and newsletters</li> <li>Drafted program briefs and reports for submission to communications unit for publishing and or media releases</li> <li>Managed and facilitated the program on-site visits of political oversight committees</li> <li>Appointed provincial representative to national coordination and reporting platforms, such as: monitoring, evaluation, and reporting; communications; training and as well as ad-hoc planning committee member to launch of summits, etc.</li> </ul>
Strategic Partnership and Support	<ul style="list-style-type: none"> <li>Developed stakeholder management strategy to achieve objectives</li> <li>Managed transversal strategic coordination framework (establishing committees, district forums and sector workgroups) for joint planning and reporting</li> <li>Managed, reviewed, and updated stakeholder management matrix</li> <li>Developed exist strategy with key partners as sustainability measure of participants post project duration</li> <li>Responsible for program advocacy and marketing to influence stakeholder participation</li> <li>Facilitate stakeholder engagements, at political and administrative levels (Cabinet, Mayoral and Senior Administrative levels)</li> <li>Active committee member of national program task teams (communications, skills development, national events)</li> <li>Facilitate workshops for completion of transversal business plans aligned to budgets and grant allocations</li> <li>Facilitated the establishment of external reporting structures (sector specific) to ensure compliance and accountability amongst service providers</li> </ul>
Systems and Process Management	<ul style="list-style-type: none"> <li>Developed process workflow and design in compliance with program regulatory requirements and prescripts</li> <li>Facilitated teams to review current processes for effectiveness, quality, and simplification</li> <li>Developed and managed the implementation of process solutions to improve operational efficiency</li> <li>Developed and managed support interventions to ensure improvement and audit readiness</li> <li>Risk Management</li> <li>Promoted of best practices for shared learning and as award nominations</li> <li>Managed and updated all process related reports for reference purposes</li> </ul>



<p>Monitoring, Evaluation and Reporting</p>	<ul style="list-style-type: none"> <li>• Managed and coordinated oversight and best practices visits for National Council of Provinces (NCOP), International Benchmark teams, national and provincial committees</li> <li>• Appointed as provincial representative at National Department of Planning, Monitoring and Evaluation Committee</li> <li>• Ensured compliance by participating stakeholders to all relevant regulatory frameworks and prescripts</li> <li>• Developed Standard Operating Procedures as benchmark to ensure compliance</li> <li>• Facilitated M&amp;E&amp;R workshops for senior management teams (across all spheres of government) to improve data quality and performance</li> <li>• Established M&amp;E&amp;R committees as platform for performance management and sharing of best practices</li> <li>• Facilitated capacity building workshops: developed performance indicators, systems training, audit readiness and risk management</li> <li>• Developed M&amp;E&amp;R toolkit for each participating implementing body</li> <li>• Evaluated impact of policies and strategies toward service delivery improvement</li> <li>• Ensured the implementation, monitoring, and reporting of operational plans.</li> <li>• Presented and reported performance on monthly basis (political and administrative committees)</li> <li>• Conducted on-site visits as part of oversight and audit readiness plan</li> <li>• Made recommendations on program performance in terms of strategic objectives</li> <li>• Facilitated nominations for National Kamoso Awards of best performing implementing bodies (various achieved, information available on <a href="http://www.epwp.gov.za">www.epwp.gov.za</a>)</li> </ul>
<p>Financial and Supply Chain Management</p>	<ul style="list-style-type: none"> <li>• Managed assets and annual budget of R17 million</li> <li>• Ensured compliance with relevant regulatory frameworks</li> <li>• Monitored and reported on grant funding of stakeholders</li> </ul>
<p>Grant Funding: Monitoring and Reporting</p>	<ul style="list-style-type: none"> <li>• Monitored, evaluated, and reported of annual grant funding allocations to implementing partners (average of R300 million per annum)</li> <li>• Facilitated signing of Grant Agreements between National Minister, Provincial Minister, Executive Mayors, and Head of Departments</li> <li>• Facilitated grant workshops as platform for advocacy, support, monitoring, and reporting</li> <li>• Provided performance and expenditure reports to top management and political leaders</li> </ul>
<p><b>Achievements of Provincial Work Opportunity Targets and National Kamoso Awards:</b></p> <ul style="list-style-type: none"> <li>• As the Director responsible for the strategic coordination of the program across nine provincial departments, thirty municipalities and the non-state sector, I ensured that the province consistently achieved and exceeded the work opportunity targets (as set by National Public Works).</li> <li>• During the reporting periods 2009/2014 and 2014/2019 the province has consistently exceeded the work opportunities (achieved 123% for 2017/18 and 137% for 18/19 financials years). National Public Works consistently acknowledged the provincial performance and official reports are available on <a href="http://www.epwp.gov.za">www.epwp.gov.za</a></li> <li>• Our provincial success factors included creating a shared vision amongst leadership (including politicians) at strategic, tactical, and operational levels. As well as consistently advocating and marketing the program as a flagship intervention for people development, creating community ownership and pride, as well as contributing positively to the economy of the country.</li> <li>• The province has also received numerous National Kamoso Awards during my period as the responsible Senior Manager. Reports are available on website.</li> </ul>	

**5. Western Cape Provincial Government, Assistant Director: Public Employment Programmes (Expanded Public Works Programme): February 2006 – March 2009**

**Outline**

To coordinate, monitor and report on the implementation of EPWP across provincial departments, municipalities, and the non-state sectors.

**Key Responsibilities**

- Developed annual social sector business plan for approval by participating Head of Departments and Municipal Managers
- Developed and implemented social sector communication strategy to encourage support and resource mobilization for program
- Facilitated advocacy and marketing presentations and workshops across all spheres of government, non-state sector and private sector
- Developed exit strategies with key external partners and successfully linked participants with employment opportunities (private-, and non-state sectors)
- Presented program strategic intent to senior management (administrative and political) to increase participation and reporting
- Chaired sector committee and presented sector at strategic platforms both provincial and national
- Provided performance reports to senior management (all spheres of government and private sector)
- Monitored, evaluated, and reported on project implementation and provided support for improvement
- Participated in policy formulation for youth development programs
- Effectively managed development projects (youth and early childhood development)
- Established partnership reference teams as platform for project evaluations and sharing of best practices

**2007: Achievement of Best Performing Sector Award (Provincial Social Sector):**

This award was assigned to the best coordinated and reporting sector within the Western Cape. As the Assistant Director (2006-2009), I was responsible for the overall coordination, supporting, monitoring, evaluation, and reporting of the implementation of Social Sector programs (which included Early Childhood Development, School and Railway Safety, Youth Development, Home Community Based Carers and School Nutrition projects).

**6. Allan Gray Asset Management Company, Cape Town: Training and Service Centre Consultant (November 2004 – January 2006)**

Key Responsibilities	
Trainer June 2005 – January 2006	<ul style="list-style-type: none"> <li>• Established and managed training unit to promote a learning culture within the organization.</li> <li>• Designed training manuals for staff development</li> <li>• Facilitated training of new recruits and refresher courses for call centre staff (Cape Town and Gauteng offices)</li> <li>• Facilitation of staff assessments, monitoring, and reporting</li> </ul>
Service Centre Consultant November 2004 – May 2005	<ul style="list-style-type: none"> <li>• Provision of customer support in relation to investments, product enquiries and performance</li> </ul>

**7. Cape Peninsula University of Technology, Bellville, Research Assistant: May 2004 – August 2004**  
**Responsibilities**

- Provided overall administrative support to project team, inclusive of:
  - Administrative support (research tools, logistical arrangements)
  - Establishing focus groups
  - Diary Management
  - Data Capturing and analysis

**8. Old Mutual (Cape Town, Durban), Service Centre Support: January 1994 – October 2004****Outline**

Provided administrative and service centre consultancy work at Old Mutual branches in Cape Town and Durban. These duties were performed across life insurance, unit trust and investment portfolios.

Key Responsibilities
<ul style="list-style-type: none"> <li>• Provision of consultation and administrative support to intermediaries and clients</li> <li>• Process new applications and amendments to existing client portfolio's</li> <li>• Management, monitoring, and reporting of customer related enquiries</li> </ul>

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| <ul style="list-style-type: none"><li>• Provision of mentoring support to new recruits</li><li>• Development of business processes to improve overall performance</li></ul> |
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## REFERENCES

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1. Ms Nonkululeko Sikhane  
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2. Ms Bianca Jordan  
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