



AMANDA YOUNGE HAYES

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RESUMÉ: AMANDA YOUNGE HAYES

CORE COMPETENCIES

- Strategic planning
- Workshop and conference facilitation
- Design and facilitation of public participation processes
- Institutional development, capacity building and training
- Participatory assessments, lessons-learnt and programme monitoring and evaluation
- Proposal development: project and grant proposals; programme design
- Development planning

PERSONAL INFORMATION

Full name: Catherine Amanda Younge Hayes
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Place of birth: Johannesburg, South Africa
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EDUCATION AND TRAINING

Institution	Subjects Studied	Degree / Certificate Received
University of Cape Town 2012	Monitoring and evaluation	Monitoring & Evaluation Certificate of Competence
University of Stellenbosch School of Business 1993	Management studies, including strategic planning, marketing & communications, human resources, financial management, entrepreneurship, project management	Senior Management Programme Certificate
University of Cape Town 1978	Spatial planning, population studies, economic development, transport, housing and environmental planning, sustainable development	Masters Degree in City and Regional Planning
University of Natal 1973	Teaching methods: English & French educational psychology etc	University Education Diploma
University of the Witwatersrand 1970	English, French, Political Science, Sociology	Bachelor of Arts

Other courses:

- Appreciative Inquiry
- Negotiation skills/conflict management
- Effective Management
- Management by Responsibility
- Industrial relations
- Royal Town Planning Institute Examinations

Other skills:

- Computer literacy (MsWord, Excel, Powerpoint, MapInfo)
- Communications (project-level communications and stakeholder engagement)
- Presentation skills

Languages: English (home language), French and Afrikaans

REFERENCES:

Dumisani Magadlela, Senior Manager for Corporate Affairs, DBSA: dumisanim@dbsa.org

Deidre Sedras, General Manager, Sport and Recreation at Eastern Cape Department of Sport, Recreation, Arts and Culture deidresedras@gmail.com

Trevor Sandwith, Head of IUCN's Global Protected Areas Programme: trevor.sandwith@iucn.org

TESTIMONIALS

"For the last 2 years, Amanda has been responsible for preparing the Strategic Plans and Annual Performance Plans of the KwaZulu-Natal Sharks Board and Maritime Centre of Excellence. Amanda is an excellent strategic planning facilitator. Her approach is friendly, creative, flexible and of a very high standard. She has been willing to work above and beyond the call of duty to meet deadlines and to ensure that our Plan addresses the key issues faced by the Board. We are extremely happy with her work, so much so that we have contracted her for another three years. I have no hesitation in recommending her to you." *Mthokozisi Radebe, Chief Executive Officer, KwaZulu-Natal Sharks Board and Maritime Centre of Excellence, April 2014.*

"I have worked with Amanda over many years. I can confirm that she is an excellent facilitator who combines great insight and big picture thinking with the rigour and the attention to detail required to get great results out of an event. She is very creative intellectually, has strong inter-personal skills and has an outstanding ability to distil conclusions and insights out of the conference or workshop process." *David Schmidt, Director of Strategies for Change*

"Amanda is an excellent organiser, very focused and able to cut through the garbage that all too often bogs down people and projects. She is not easily fazed by difficulties, and looks for sensible ways of resolving them. She is an excellent problem solver, approachable and helpful, and an excellent team worker. She is literate and a good communicator. She has always been strongly socially motivated... She is one of the more talented people with whom I have had the pleasure to work." *Peter de Tolly, former Deputy City Planner, City of Cape Town*

PROFESSIONAL HISTORY

Current position: Director, Amanda Younge cc. Established in 2000, Amanda Younge cc is a consulting firm specialising in strategic planning, workshop facilitation, development (including land use) planning, project management, project development and review, institutional strengthening and capacity building. Other services include training and mentoring. Clients include:

International: United Nations Environment Programme, Nairobi/Western Indian Ocean
 Western Indian Ocean Marine Science Association
 World Bank, Southern Africa
 WWF-US and WWF-International, USA and EU
 WWF Eastern Africa Marine Programme
 Department of Wildlife and National Parks, Botswana
 Marine Parks and Reserves Unit, Tanzania

South Africa: CapeNature, South Africa
 City of Cape Town, South Africa
 Conservation International, South Africa
 Department of Higher Education and Training
 [Former] Department of Water Affairs and Forestry
 Department of Environmental Affairs, South Africa
 Eastern Cape Parks and Tourism Agency
 Eastern Cape Department of Sport, Recreation and Culture
 FFA Non-profit Company (FireWise Africa)
 KwaZulu-Natal Sharks Board Maritime Centre of Excellence
 South African National Biodiversity Institute (SANBI)
 SANBI National Implementing Agency for the Adaptation Fund
 SANParks
 University of Limpopo Turfloop
 University of Stellenbosch

EXAMPLES OF RELEVANT CONTRACTS UNDERTAKEN

1. STRATEGIC PLANS (SOUTH AFRICA)

Recent experience of facilitating strategic planning workshops and preparation of reports includes:

Client	Contract
SANParks: Table Mountain National Park	Facilitation of workshop to review the Desired State component of the TMNP Park Management Plan, preparation of workshop report.
University of Limpopo: Turfloop Graduate School of Leadership	Facilitation of strategic plan workshop, preparation of Strategic Plan report.
Stellenbosch University: South2South Programme	Facilitation of workshop and preparation of strategic plan for Paediatric HIV/AIDS and Mother-to-Child transmission research 2013.
KZN Sharks Board	Designed and facilitated a Strategic Plan workshop, and prepared a report on the Strategic Plan and Annual Performance Plans
Department of Higher Education and Training	Designed and facilitated a Departmental Strategic Planning and Annual Performance Planning Workshop. Prepared Strategic Plan and Annual Performance Plan 2011 - 2012.
Eastern Cape Department of Sport, Recreation & Culture	Development of a Sports Development Plan for the Eastern Cape
Department of Environmental Affairs, South Africa	Facilitation of UNCCD NAP workshop, development of South African National Drought, Land Degradation and Desertification Research Strategy and Research Programme 2011
SA Heritage Resources Agency 2012	Review workshop on the SAHRA Strategic Plan 2012 - 2017 and Annual Performance Plan.
Eastern Cape Parks and Tourism Agency	Designed and facilitated Strategic Plan workshop, prepared Strategic Plan, Annual Performance Plan and Annual Operating Plan.
Eastern Cape Parks Board	Designed and facilitated a workshop and subsequent meetings, to produce Strategic Plan, APP and AOP. My role included process design, workshop design and facilitation, and report writing.

2. FACILITATION OF OTHER STRATEGIC PLANNING PROCESSES (INTERNATIONAL)

I have extensive experience in designing and facilitating strategic planning processes for large and complex multi-country, multi-stakeholder programmes. Examples include:

Client	Contract
WIO-LaB, UNEP	Facilitation of an international Strategic Action Plan to combat land-based activities impacting negatively on the coastal and marine environment of the Western Indian Ocean. Thematic author of the WIO-LaB Strategic Action Plan
WWF-US	Facilitation of international Coral Triangle Marine Conservation Strategic Planning Conference: Manila, Philippines
Global Invasive Species Programme (GISP)	Facilitation of international research workshop on the socio-economic effect of invasive alien species on human livelihoods: to develop research questions and methodology. Workshop design, facilitation and report production
NEPAD / Department of Environmental Affairs and Tourism (DEA)	NEPAD Invasive Alien Species Programme: Design, facilitation and production of report on international workshop to develop strategic plan for invasive alien species
Conservation International	Southern African Hotspots Programme (SAHP): Facilitation of SAHP strategic planning processes (South Africa and Namibia) Succulent Karoo Ecosystem Project (SKEP): Facilitation of SAHP Annual Strategic Planning process
Western Indian Ocean Marine Science Association (WIOMSA)	WIOMSA Strategic Plan 2020, including consultations, workshop design and facilitation, strategy design and reporting. Participants were scientists, academics and managers from 10 countries in the Western Indian Ocean
WWF-US and WWF-International	Dryland Ecoregions Workshop: Design and management of conference/workshop for seven dryland ecoregions, including programme design, workshop facilitation, logistics and report production Eastern African Marine Ecoregion (EAME): Design, management and facilitation of national and regional consultative strategy workshops in Tanzania, Kenya and Mozambique; preparation of Strategic Framework Report (integrating products of specialist research and consultative processes) Eastern African Coastal Forests Ecoregion: Design, management and facilitation of conservation strategy workshop; production of workshop report (2002). Design and production of Strategic Framework Report

1998 to 2000: Project co-ordinator, CAPE Project (World Bank/GEF). Responsible for project management and overall co-ordination, including strategic planning, drafting of tenders and consultants' briefs, procurement, contract management, budgeting, programming and scheduling, co-ordination and integration of terrestrial, aquatic, institutional, financial and socio-economic contracts, public involvement strategy, liaison with World Bank, national and provincial government (Eastern and Western Cape), co-ordination of Steering Committee and Technical Committee activities, preparation of final report and fundraising for implementation.

1994 to 1998: Director of Planning, City of Cape Town. As Director of Planning, I was responsible for co-ordinating and directing preparation of policy, programmes, projects and legislation affecting public and private sector planning, design and development; advising Council departments and committees on planning issues, proposals, implications and recommended courses of action, managing the Planning Branch work programme in the spheres of spatial (land use), transport, economic development, environmental planning, traffic engineering, urban conservation, development control, shelter provision, strategic development planning, public participation, legislative and policy review and urban design. I was responsible for change management during municipal unbundling and reorganisation. I also chaired an internal investigation into fraud and corruption in the Municipal Traffic Department.

During this period, I served on the first post-apartheid Western Cape Municipal Demarcation

Board, the Cape Metropolitan Municipal Negotiating Forum, as technical advisor to councillors on overseas study tour to Germany of local government and development, technical advisor to non-statutory delegation on overseas study tour of local government and development, Convenor of Task Team on Metropolitan Boundary Demarcation for the Metropolitan Negotiating Forum, and co-ordinator of the ANC Western Cape Local Government Commission. I also served as Technical Advisor to the Transport Portfolio Committee of Parliament on a study tour to Holland.

In addition, I served as Programme Manager, Integrated Development Plan (IDP): Responsible for co-ordinating the City's Integrated Development Planning process, including corporate strategic planning for the Municipality (population 1.5 million, staff 12000), councillor/staff workshops and public participation exercises, an audit of change readiness, an audit of service levels to assess inequities, and managing the first corporate business planning exercise for the City.

1983 – 1994: Urban planner and Manager I worked in the Planning Department of the City of Cape Town for 11 years as an urban planner and manager.

1979 to 1982: Housing Researcher, Institute for Social Development at the University of Western Cape South Africa, conducting primary research into low-income housing conditions in Cape Town.

SELECTED PUBLICATIONS AND PAPERS

Strategic Action Programme for the Protection of the Coastal and Marine Environment of the Western Indian Ocean from Land-based Sources and Activities. UNEP/Nairobi Convention Secretariat, 2009, Nairobi, Kenya (Thematic Author).

Where conservation and community coincide: a human rights approach to conservation and development in the Cape Floristic Region, South Africa, Crane, W., Sandwith, T., McGregor, E., and Younge, A in *Rights-based Approaches: Exploring Issues and Opportunities for Conservation*, ed. Campese, J et al. Center for International Forestry Research, Indonesia, 2009. ISBN 978-979-1412-89-6.

Eastern Cape Biodiversity Conservation Plan Handbook. A Younge Hayes, ed. and co-author. Department of Water Affairs and Forestry Project No 2005-012, King William's Town. August 2007. ISBN 978-0-620-39423-9

Rules of the game? A review of socio-economic and institutional factors affecting the potential for thicket conservation in communal areas in the Eastern Cape, with Dumisani Magadlela, Subtropical Thicket Ecosystem Planning Project (STEP), Terrestrial Ecology Research Unit, University of Port Elizabeth, March 2001.

Cape Action Plan for the Environment: A Strategy to Conserve Biodiversity in the Cape Floral Kingdom: Summary Report. Ashwell, A and Younge, A. World Wide Fund for Nature South Africa, Stellenbosch September 2000. ISBN 0-9584226-4-8

The Growth of SA Municipal Workers Union and its impact on Metropolitan Restructuring, Industrial Relations Journal of South Africa, Vol 14 no 1, 1994.

Housing Policy in South Africa: What Does History Teach Us? with P Wilkinson, Local Government Policy Research Project, University of Western Cape, 1991.

The Housing Shortage in the Cape Metropolitan Area: An Analysis of Differential Needs with P. le Roux, Institute for Social Development, University of Western Cape, 1985.

A Survey of Employment Trends in Relation to Urbanisation in South Africa with LJ Loots, Institute for Social Development, University of Western Cape, 1982.

Housing Policy and the Housing Shortage in Cape Town 1942 - 1980 in Africa Perspective, no 21, 1982

Group Areas. Occasional Paper No 7, Centre for Intergroup Studies, University of Cape Town.