

Curriculum Vitae

Roderick RV Bulman

Date of birth: 05.09.1945

Profession: Public participation, facilitation and strategic planning specialist

Nationality: South African

Key qualifications:

Rod Bulman has extensive experience and expertise in planning, managing and implementing public consultation processes for Environmental Impact Assessments, Strategic Environmental Assessments, and Environmental Development Plans. He has also had extensive experience in the drawing up of policy documents for provincial and national government. Rod Bulman has strategic planning expertise which has been utilised by provincial and national government departments and other organisations. He has extensive education experience, both as an administrator and learning facilitator.

Education:

B.Com., University of South Africa, 1972

Graduate Certificate in Education, University of London, 1974

M SocSci (Planning 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

PhD (Planning and Development), University of KwaZulu-Natal, current enrolment

Thesis working title: The influence of public participation on the development of municipal policies to promote and secure sustainable livelihoods: A case study of the Hibiscus Coast Municipality, KwaZulu-Natal

Membership:

International Association for Impact Assessment

KZN Branch Vice-Chair

Convenor, Papers Review Committee 2004 Conference

South African Development Society

Directorships (unpaid):

Director: Ditikeni Investment Company Limited

(An investment vehicle for NGOs)

Trustee and National Treasurer, Trust for Community Outreach and Education

(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)

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."

2003: Award by TCOE, Cape Town, for "Your commitment to justice over the past 20 years."

Employment record:

1994 - present **Phelamanga Projects, Pietermaritzburg: Sole proprietor**

Public participation, Facilitation and Organisational development practitioner

Overall task

- Policy development, analysis and implementation

- Public Participation 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

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)

Development options

- A Strategic Environmental Assessment of the Intathakusa 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)

- Design and management of the public consultation process for the EIA for the 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)
- Design and facilitation of public consultation for expansion of a chemical processing plant; 2001; Durban; Team leader (2 members, including environmentalist)
- Design and facilitation of public consultation for the widening and deepening of the entrance channel Port of Durban; 2003; Durban; Team leader (3 members, including environmentalist, facilitator)
- Design and facilitation of public consultation for expansion of petroleum processing plant; 2003; Durban; Sole team member
- Design and facilitation of public consultation for expansion of catalytic converter manufacturing plant; 2004; Durban; Sole team member
- Design and facilitation of public consultation for expansion of a casino; 2004; Empangeni; Team leader (2 members, including environmentalist)
- Design and facilitation of public consultation for conversion of pipelines from gas to waste water ; 2004; Durban; Team leader (2 members, including environmentalist)
- Design and facilitation of public consultation for closeout of Record of Decision conditions for expansion of aluminium plant; 2004; Richards Bay; Team leader (4 members, including

environmentalists)

- Design and facilitation of public consultation for expansion of chemical plant; 2004; Umbogintwini; Team leader (2 members, including environmentalist)
- Impact Assessment for aluminium remelting plant; 2004; Pietermaritzburg
- Design and facilitation of public consultation for housing development in sensitive coastal forest area; 2004; KwaZulu-Natal; Team member (3 members, including ecologist, planner)
- Design and facilitation of public consultation for construction of large diameter water pipeline along KZN South Coast; 2005; KwaZulu-Natal; Team leader (3 members)
- Design and facilitation of public consultation for relocation of acetylene plant; 2005; Durban South Basin; Team leader (2 members)
- Design and facilitation of public consultation for relocation of chlorine depot and construction of sodium hypochlorite plant; 2005; eThekweni Outer West; Public Participation Team leader (3 members)

Social Impact Assessment

- Social impact assessment for proposed housing development; 2004-2005; Hilton; Team leader (2 members, including facilitator)

Integrated Environmental Management (IEM)

- Assistance with the drafting of the 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

Environmental Management Plans

- Extensive workshoping 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 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-; KwaZulu-Natal South Coast; Sole team member
- Establishment and facilitation of an external Stakeholder Forum for a major sugar refinery; 2006-; Durban, KwaZulu-Natal; Sole team member

Management support

- Interim management for a national NGO; 2002; South Africa; Team leader (2 members including businessman)

Policy development

- Provincial consultation on the national Discussion Document, “Towards an Environmental Policy for South Africa” KwaZulu-Natal 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 meeting to explain and popularise provincial Coastal Management Policy; 2004; KwaZulu-Natal; Team leader (3 members, including environmentalist, facilitator)

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)

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)

Strategic planning

- 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

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
 - Development of course material for 8 credit module on Policy and Legislation M Sc (Protected Areas Management) students; 2006; CEAD, University of KwaZulu-Natal; Team leader (2 team members)
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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

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

Papers:

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

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

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

Celliers, L. and Bulman, R. *Institutional mapping of coastal zone management in KZN*. In preparation.