

Daphne Taylor



daphne.c.taylor@gmail.com



+62 (0) 821 4745 7964



linkedin.com/in/daphne-taylor



Bali, Indonesia

18 January 2023

To whom it may concern:

I firmly believe that Aquaculture is a lifestyle not a job. It is also the most sustainable and responsible way to combat climate change. Aquaculture has given me the gift of playing a role as a passionate advocate for alternative protein sources, carbon sequestration and instituting the use of bio-plastics.

I thrive on becoming one with the job in order to be pro-active rather than reactive. Continuous improvement and R&D are driving forces required to not only be competitive in the market place, but to produce excellent quality seafood in a sustainable and profitable manner. For more than 11½ years I have worked for Wild Coast Abalone (Pty) Ltd, first as Seaweed and Artificial Feed Manager then as Senior Production Manager for South African Abalone (*Haliotis midae*), East Coast Rock Lobster (*Panulirus homarus*), seaweed (*Ulva* sp, *Gracilaria* sp) and pilot phase sea cucumber (*Neostichopus grammatus*) in an Integrated Multi-trophic Aquaculture (IMTA) on-land modular farm setting.

I had the privilege to grow Tilapia (*Oreochromis niloticus*) as an alternative, sustainable and healthy protein source to the rapidly growing African population at Yalelo Uganda.

Currently I act as advisor in the Research and Development department for Forever Oceans in Panama, Brazil and Indonesia. At the forefront of testing innovative techniques in growing fish, seaweed (*Kappaphycus* sp. and *Sargassum* sp.) and abalone (*H. asinina*, *H. squamata* and a hybrid) in offshore cage farming or nearby absorbing excess nutrients and adding value crops in an IMTA at sea module.

I have an ability to grow with a job, handle responsibility and build positive relationships with work colleagues at all levels. I deem it extremely necessary to obtain a working knowledge of all jobs to be managed by myself. I believe that in order to lead, one must set an example. In addition, I have very strong leadership and production modelling/data analysis & application skills. I thrive on analysing trends, whether it is growth or sales, etc. and applying the knowledge to gain the advantage. My present employer is very satisfied with my work rate (outside in the field as well as administrative duties), and I am confident that I can bring the same level of high performance to your company. I have a deep seeded passion for research and development, experimental work is part of my daily routine (in the field and lab work).

I am very much a family orientated person and the possibility of joining a reputable company abroad, would be greatly beneficial to them.

I very much hope that you will look favourably upon my application by recognizing my enthusiasm, talents in the field and my future potential. The attached resume will provide a more complete overview of my accomplishments and work experience.

Thank you in advance for your time and consideration.

Yours sincerely

DAPHNE TAYLOR



Daphne Taylor

SENIOR AQUACULTURE PRODUCTION, RESEARCH & DEVELOPMENT MANAGER

Agile, result-oriented Senior Production Manager with 15+ yrs management experience. Operationally pro-active, self motivated.

Continuous improvement and R&D are driving forces to be competitive in the market place and to produce superior quality seafood in a sustainable and profitable manner. Equipped with strong leadership and production modelling/data analysis & application skills.



daphne.c.taylor@gmail.com



www.linkedin.com/in/daphne-taylor-844b8156



+62 (0) 821 4745 7964



Bali, Indonesia

Current Employment:

Oct 2022 - Present

Forever Oceans

Bali/Indonesia

Position:

Global Research and Development Advisor

- Global (Panama, Brazil and Indonesia) research and development advisor for emerging crops; specifically seaweeds, abalone and sea cucumbers.

Previous Employment:

Oct 2021 - June 2022

Yalelo Uganda Limited

Jinja/Uganda

Position:

Senior Production manager of Tilapia (*Oreochromis niloticus*) in on-land Hatchery pond system and Grow-out Cage System on Lake Victoria.

- Number of staff managed = 185, incl 2 Managers, 3 Assistant Managers, 5 Senior Team Leaders, 18 Supervisors)
- Tilapia Production = 8000 -10 000 tons per annum

General overview:

The Yalelo brand has become synonymous with pioneering aquaculture practices in sub-Saharan Africa. Founded in 2011 Yalelo has grown quickly to become the leading producer of fresh Tilapia in Africa, harvesting approximately 1200 tons per month in Zambia and Uganda. We breed and grow our Tilapia in the waters of Lake Kariba and Lake Victoria distributing our fresh produce to over 60 retail outlets across both countries on a daily basis. Yalelo began its Ugandan operation just over two years ago, installing first phase infrastructure capable of delivering 10,000 tons per annum. Production and sales started in 2020, and we are now gradually upscaling to 10,000 tons a year.

Senior Management Professional with strong experience in Commercial Production of Aquaculture species or other production animals, Implementing Best Management Practices and Strategic planning. Human Resource Management; and Project/Program management. Development of Production SOPs and Training for improving metrics and work quality of Aqua farm workers. A senior manager that has a proactive approach to problem-solving, Strong organizational and planning skills, who can ensure that the production team can maintain Health, Safety and Environmental Compliance and can Build and develop a team capable of delivering continuous peak performance.

Duties:

- Handling and assisting Manpower Planning, Human Capacity Gap Analysis, Coaching & Mentoring, Succession Planning and the oversight of intern, graduate trainee and fast track management schemes.
- Overseeing duties and responsibilities of employees according to job descriptions.
- Quickly develops and understanding of existing company standard operation procedures (SOP) and makes on-going adjustments and improvements in order to optimise efficiency and effectiveness.
- Develops project feasibility studies as required for production departments.
- Develops project feasibility studies as required for production departments.

Duties

Continued

- Preparation of yearly budget of relevant departments within the production division.
- Implements and improves on company Health and Safety protocols and procedures: including regular Risk Assessments, trainings and development, incident response and prevention, SOP's and Root Cause Analysis (RCA).
- Develops and tracks Hatchery and Lake Operations department budgets and accounts for all aspects and Opex and Capex planning and spend.
- Ensures all production operations are cost-efficient and running according to budget throughout the financial year.
- Ensures highly efficient scheduling of production division stores requisitions according to priorities in order to support uninterrupted fish spawning and rearing operations.
- Develops, implements and continually oversees schedules for daily, weekly and monthly production planning.
- Production Planning and management, using Key Performance Indicators (KPI's) and Objectives and Key Results (OKR's) as the core basis of performance management within the Production Division.
- Conduct targeted research studies on varied aspects of fish health, animal husbandry, water quality management, fish feeds and nutrition.
- Regularly monitor quality of marketed fish, live or frozen.
- Ownership of a Selective Breeding Program in order to optimise on production performance over the longer term.
- Responsible for management of Broodstock throughout their life cycle; ensuring effective selection, nutrition, conditioning and resting.
- In-depth understanding of environmental impact aspects of aquaculture operations, as well as water quality monitoring, testing and systems, (dissolved oxygen, water temperature, pH, turbidity, un-ionized ammonia, etc.) required for effective oversight of the operational aquatic environment both onshore (hatchery)and offshore (grow out cages).
- Fish Health Monitoring, identification of disease problems, treatment and prevention options and implementation of solutions.
- Biosecurity Program and protocols development and implementation
- Feed stock planning, management and logistics within an extended supply chain environment is critical.
- Establishing a benchmark for grow out operations and management (FCR, Growth, Survival, DOC, etc.).
- Preparation and engagement process for international gold standard aquaculture certifications (e.g. Aquaculture Stewardship Council) would be a significant bonus.

Management Skills:

- Ability to establish and use KPIs and OKRs to measure and drive performance.
- Comfortable using the full suite of MS Office programs, but especially MS Excel to perform data analysis and MS PowerPoint in order to effectively present data to management and within the division.
- Comfortable using digital management information systems and ERP's (e.g. AquaManager, MS Dynamics 365).
- Able to work collaboratively with other departmental managers to achieve shared goals.
- Must be able to operate transparently, learn fast and be prepared to improve with feedback.
- Must be able to continuously adapt and enhance operations ahead of changing regulations, environmental conditions, technologies and company strategy.
- Must be able to demonstrate exemplary communication skills and be prepared to regularly share relevant information across the full hierarchy in an effective manner.
- Demonstrated record of having worked with large indigenous workforces on the African continent.

Previous Employment:

Nov 2009 - Sept 2021

Wild Coast Abalone (Pty) Ltd

East London/South Africa

Position:

Production manager of Abalone (*Haliotis midae*), and Seaweed (*Ulva sp.* And *Gracilaria sp.* as food source to abalone) in Flow-Through Grow-Out Facility, as well as Crayfish (*Panulirus homarus*) in a semi-Recirculating Aquaculture System (RAS).

- Number of staff managed = 226, incl 5 Managers, 7 Section Leaders, 84 Team Leaders and 92 Sub Team Leaders & Feeders
- Abalone Production = 300-350 tons per annum
- Abalone Seeding/Ranching = 3.87 million abalone to date (February 2021)
- Seaweed Production = 700-750 tons per annum
- New ventures:
 - Sea Cucumber Grow-Out: Pilot phase growth and feeding trials
 - Administration and Supervision of 3 Students (1 x PhD, 2 x MSc)
 - for largest EU Aquaculture Project to date, AQUAVITAE

Duties:

Production: Abalone, Seaweed and Crayfish

- Determine sales figures and assist in sales schedule for each month based on stocktake and/or use of customised production models.
- Monitor environments to ensure maintenance of optimum conditions for aquatic life.
- Manage the collection and recording of growth, production and environmental data.
 - Closely monitor, track and manage weight gains for each size class abalone for each month. Plot data and adjust growth models per season in order to accurately predict future growth and hence sales per orders received for each size class.
- Analyse data to improve growth rates and prevent mortalities.
- Devise and participate in activities to improve growth rates, and to prevent disease (implement biosecurity measures).
- Conduct and supervise experiments; analyse data and implement if required.
- Manage selection of animals, purging and packing for live abalone export.
- Manage selection of animals for dried abalone export.
- Driving force for continuous improvement i.t.o efficiency and husbandry practices.
- Manage food requirements and structure feeding regimes (artificial, seaweed).
- Manage and determine fertilizing regime, stocking density and harvesting schedule for seaweed species.
 - Determine how to allocate resources and to respond to unanticipated problems, such as hot sea water temperatures, system break-downs, dramatic decrease in food availability and pest infestation.
- Direct and monitor the transfer of abalone to grow-out tanks in all post weaning stages of life cycle.
- Manage holding capacity (space availability) and stock on farm.
- Grow abalone for live sales (30g – 315g+) and for seeding operations.
 - Grow east coast rock lobster for live sales and determine if sales of 1kg individual weight crayfish within a year of grow-out is viable.
- Initiate and manage seeding operations i.t.o animal preparation, packaging and transport.
 - Develop checklists, SOP's, new processing and packing methods to improve efficiency and promote animal survival and quality.
- Liaise with Department of Environment, Forestry and Fisheries (DEFF), together with commercial diving operations to complete seeding.
 - Intellectual input into design and improvements of abalone grow-out, recirculating aquaculture system and packing facilities.
- Assist HACCP and Health and Safety Officers in compliance with all quality and food safety requirements.
 - Manage all production supporting functions/teams (Basket cleaning and making, System Maintenance, Artificial Feed) in all aspects.

Duties
Continued

Health & Biosecurity:

- Manage and supervise quarterly stock examinations to identify diseases or parasites together with appointed Veterinary Service Provider.
- Confer with biologists, veterinarians and other qualified personnel to obtain data concerning habits, diseases, food and environmental requirements.
- Conduct and supervise treatment of diseases and parasites.
- Lead bi-annual stock and general farm inspections from a delegation sent by South African Department of Environment, Forestry and Fishery, incl all documentation preparation and signing off of completed report.
- Develop, implement and manage COVID-19 response protocols for Wild Coast Abalone. Ensuring that it complies with ALL government rules as well as biosecurity regulations on the farm.

Administration:

- Compile comprehensive manual with Standard Operating Procedures for all aspects of aquaculture farming, tailor-made for Wild Coast Abalone to match environmental conditions and operating requirements. Also, for use in HR as Job Descriptions.
- Developed, implemented and manage a single production filing system on the Google drive.
- Developed, implemented and manage a Production score card for each team per section per level of responsibility.
- Determine, administer, and execute policies relating to operations administration and standards, and facility maintenance as well as ensuring compliance to permit conditions.
- Prepare reports and summaries required by company and environmental laws.
- Compiling of 6 month Financial and Progress reports for submission to EU Project leaders.

Staff Matters:

- Developed and maintain a comprehensive staff database in order to manage skills lost/gained, information for Equity reports are at hand, training requirements, manage probation periods and increases, etc.
- Balance staff numbers per department, skills required, terminations, increases and employment.
- Assess labour requirements per section per team and level of training required.
- Plan and balance each years' Duty Roster, incl balancing wage staff numbers and level of competence per group in order that ALL weekends and Public Holidays are covered by competent group of staff to conduct all necessary functions.
- Execute Production Managers and Supervisors Job Evaluations every 6-12 months as well as applying for increases if deemed necessary.
- Responsible for enforcing consistent, fair and inclusive employment practices, legal and corporate compliance, behaviours reflective of the company's culture.
- Rating of all incoming wage staff CV's in order to assist in selection process.

Training:

- Co-Supervise Students: 1 x PhD student and 2 x MSc Students with regards to experimental Materials and Methods as well as reviewing Write-Ups.
- Manage newly appointed Training Supervisor for ALL training requirements for Production Staff.
- Oversee, supervise and perform the selection, training and performance of aquaculture workers (including managers) and support workers as per Standard Operating Procedures (SOP's).
- Compose SOP's (in WCA Manual with doc numbers) and training registers have been developed and captured for each job and each staff member on the Production Team.
- Implement and develop visual aids, video's and power point presentations to improve training.
- Implement and maintain basic computer literacy (especially Excel) as part of Level 4 Section Leader Training in order to support Supervisors in data capturing and planning.

Duties
Continued

Other Departments:

- Collaborate and assist maintenance department during High Pressure Cleaning and "pigging" pipe cleaning operations.
- General daily communication and assistance on repairs, maintenance and improvements in all production related and support systems.
- General daily communication and assistance to Post Weaning, HR, Compliance Department, Packing and Sales.
- Assist in planning of expansion project in terms of design and logistics.
- Calculating and managing of budgets for all productions sections year on year.

Ongoing Projects:

- Official company representative in EU Horizon 2020, 4 year Aquavita project. Liaise with international Universities, Research Institutes and Industry leaders to further sustainable multi-trophic aquaculture.
- Assisting in the development of new production system database and equipment with the view to manage (analyse data input and output, etc.) system once completed.
- Grow-out of Sea Cucumbers and Crayfish in a sustainable manner.
- Design and management of functional Production Laboratory and multi-species hatchery.
- Compose material (digital and hard copies) for an on-sight Library and develop filing and access system.
- Abalone Feeding Trials testing 5 different feed formulations from 3 different artificial feed Companies over a hot water period (120 days).
- Abalone Feeding Trials testing 5 different feed formulations from 3 different artificial feed Companies over a hot water period (120 days).

Previous Employment:

Sept 2007 – Oct 2009

**Buffalo Bull Farming
(Green Harvest Project)**

East London

Position:

Production Manager of Kob (*Argyrosomus japonicus*) in a RAS Facility

- Number of staff managed = 6 (including 1 manager)

Duties:

- Confer with biologists, veterinarians and other qualified personnel to obtain data concerning habits, diseases, recirculating aquaculture processes, food and environmental requirements.
- Grade, collect and record growth, production, and environmental data.
- Analyse data to improve growth rates and prevent mortalities.
- Oversee, supervise and perform the selection, training and performance of aquaculture workers and support workers.
- Control receipt and distribution of fingerlings.
- Manage holding capacity (space availability) and stock on farm.
- Conduct and supervise experiments; analyse data and implement if required.
- Grow kob to 1 – 1.5kg for fresh sales to market.
- Develop, maintain and analyse database.
- Intellectual input into design of holding, harvesting and processing facilities.
- Determine food requirements and structure feeding regimes.
- Conduct and supervise grading procedures.
- Calculate and process salaries and wages each month.

Jan 2003 – Aug 2007	International Cert SA	King William's Town
Position:		
Senior Bookkeeper, Personal Assistant and Admin Clerk		
Duties:		
<ul style="list-style-type: none"> - Designing logos, questionnaires and cover pages of manuals for the Eastern Cape Parks Board's various Game and Nature Reserves. - Senior Bookkeeper up to Trial Balance. - Preparing ISO standard (quality and environmental management system) audits. - Coordinate national audits with international and national auditors. - Update database and report to Head Office in Germany. 		
Jan – Dec 2002	Jacob Rheeder and Amatola Civils	East London
Setting up of office		
Designing business cards, letterheads, fax cover sheets etc.		
General Administration		
Computer work (Microsoft Word, - Excel, - Outlook Express, - Explorer, - PowerPoint, -Publisher, Corel Draw).		
July – August 2001	Centre for Dolphin Studies & Ocean Safaris	Plettenberg Bay
Observing the running of research and commercial whale and dolphin watching on invitation from Dr. V. Cockroft and Dr. D. Young.		
Collecting information on biological, business and marketing aspects to assist in formulating a business plan for establishing a commercial whale and dolphin watching enterprise in East London.		
1992 & 2001	Commercial Park Private School	East London
Employed as mathematics teacher (Grade. 8 – 10). Weekend extra lessons.		
Temporary teacher for Grade 6. Subjects: Afrikaans, English, Mathematics and General Science.		
Feb – July 2000	Hamburg Sea farms	Hamburg
Gathering information on past oyster farming in Hamburg and formulating business plan for resuming oyster farming in the region.		
Liaising with Sea Fisheries Research Institute concerning permits and new projects to increase tourism.		
Sept – Nov 1999	Grens Primary School	East London
Assisting administration with implementing computer programs (Microsoft Excel and Microsoft Publisher) with the aim of producing pamphlets, invitations and graphs.		
Jan 1997 – May 1999	Rhodes University	Grahamstown
The masters' project required annual sea trips on board the South African <i>FRS Africana</i> and Norwegian <i>Fridjof Nansen</i> research vessels to collect fresh fish samples. Samples were also obtained by liaising with demersal fishing communities in Port Elizabeth and Mossel Bay as well as I&J and Sea Harvest in Cape Town (in collaboration with Sea Fisheries Research Institute, Cape Town).		
Biological parameter and production models were determined and used to formulate management strategies for the species. These strategies were compared to the existing policies and recommendations were made to amend the policies.		
Pre-liminary results were presented at the international Paradi conference (September 1998) and final results at the annual post graduate seminars at Rhodes University (October 1999).		
Jan – Dec 1997	Rhodes University	Grahamstown
Assisted SANCOR with the assessment of the mussel population along the rocky shores of the Eastern Cape.		

Education:

Jan 1987 – Dec 1991

Grens High School

East London

Matric Senior Certificate: Symbol C

Subjects: English (HG 2nd Language), Afrikaans (HG 1st Language, Mathematics (HG), Science (SG), Biology (HG), Accountancy (HG)

Jan – Dec 1992

University of South Africa

East London

Mathematics 1: Symbol A

Jan 1993 – Dec 1995

University of Port Elizabeth

Port Elizabeth

First Year: Subject (Symbol) Zoology (C), Botany (C), Chemistry (B), Physics Special (C), Mathematics Special (A)

Second Year: Zoology (C), Botany (B), Biochemistry (B)

Third Year: Zoology (B), Biochemistry (B)

Jan – Dec 1996

**University of Port Elizabeth (currently
NMU)**

Port Elizabeth

BSC Zoology Honours Funded by FRD

Zoology (C), Population Ecology (C), Community and Ecological analysis (A), Conservation Biology (C), Animal Adaptation (C), Seminar (A), Research Project (C), Oral Exam (D)

QUALIFIED AS Class IV Commercial Diver

Jan 1997 – May 1999

Rhodes University

Grahamstown

MSc in Fisheries Science funded by SANCOR, incomplete

Title of Thesis: The life history, exploitation and management of the Cape Dory, *Zeus capensis* (Order: Zeiformes, Family: Zeidae) along the South African coast.

Completed first 2 years, however left due to personal and financial reasons.

Computer Literacy

Fully Computer literate. Microsoft (incl. D365) Word, - Excel, Outlook Express, Internet, Sharepoint, PowerPoint, Publisher, Corel Draw, Payroll - Pastel and VIP software.

Other Interests



Arts/Crafts



Sewing, Crochet



Yoga



Running/Cycling/Swimming



Master diver: Registered through NAUI and Department of Manpower for Class IV – Unfortunately not in date at present

References:

Name: Mathias Wessels

Contact Information: +27 (0) 84 407 1570

Relationship to Referee: Previous Senior Manager to Referee (Superior; Senior Production Manager of Wild Coast Abalone)

Number of Years: 5, 2009 – 2014

Current Designation: Co-Owner of Zululand Distillers Company & Other Private Farms

Name: Gary Atherstone

Contact Information: +61 401 579 543, garyatherstone@gmail.com

Relationship to Referee and Designation: Previous Work Colleague (Peer; Construction, Design and Maintenance Manager of Wild Coast Abalone)

Number of Years: 6, 2009 – 2015

Current Designation: City Facility Manager of NEXTDC, Brisbane, Australia

Name: Sanet Petschel

Contact Information: +27 (0) 82 504 5665, admin@wcabalone.co.za

Relationship to Referee and Designation: Previous Work Colleague (Peer, HR Administrator of Wild Coast Abalone, Head Compliance Officer)

Number of Years: 12, 2009 – 2021

Name: Brendon Malan

Contact Information: +27 (0) 43 841 1999, brendon@wcabalone.co.za

Relationship to Referee and Designation: Previous Employer (Superior, Director and General Manager of Wild Coast Abalone)

Number of Years: 12, 2009 – 2021

Name: Dr. Gercende Courtois de Viçose

Contact Information:

Relationship to Referee and Designation: Previous Co-Researcher (Peer, Aquaculture Researcher and Scientific Project Manager for University of Las Palmas de Gran Canaria in Faroe Islands)

Number of Years: 2, 2019 – 2021

Name: Dr. Sylvain Huchette

Contact Information: Sylvain.huchette@francehaliotis.com

Relationship to Referee and Designation: Previous Co-Researcher (Peer, Owner of France Haliotis in Brittany France)

Number of Years: 2, 2019 – 2021

Name: Ntanz Ronald

Contact Information: +256 (0) 706415664, ntanzronald@yahoo.com

Relationship to Referee and Designation: Previous Employee (Assistant, Assistant Hatchery Manager for Yalelo Uganda)

Number of Years: 9/12 months, 2021 – 2022