

public sector and across civil society. The Plan was adopted by Cabinet and by all parties in Parliament.

Reappointed to the NPC in September 2015 for a second term, under the Chairmanship of Minister Jeff Radebe.

Executive Director	Centre for Poverty, Employment and Growth	2002 to 2010
	Human Sciences Research Council	
Distinguished Research Fellow		2011 to 2012

The HSRC is science council, one of a suite of 12 state science institutions, reporting to the Ministry of Science and Technology. It is the largest social science research agency in the African continent, with 490 employees and annual revenues that have grown to approximately \$36 million. In 2000/1, the HSRC was considered to be an organisation with very little public impact, and the SA cabinet considered closing its doors. A new CEO was recruited to turn the HSRC into a financially sustainable and policy impactful scientific organisation.

Some notable achievements:

- *Played a leading role in the executive management of the HSRC*, reporting to the CEO, as part of the new team that implemented its transformation in the early part of the 2000's. The HSRC changed from a largely White, internally focused, and non-income generating entity to one with a much improved equity profile, that is externally oriented, reputable, and policy impactful. From a complete reliance on a parliamentary grant in 2001, the HSRC moved to generating 50% of a growing revenue from external contracts and grants.
- *Established successful and highly influential divisions in the HSRC*, with working teams in key policy areas related to employment promotion, economic growth, industrial development, labour markets, infrastructure reform and administered pricing, public works, youth, migration, household food security and poverty reduction. Led modified think tank, initiating new ideas, garnering national vision, overseeing scientific research, drawing stakeholders into dialogue from project initiation through to completion, with proven success of impact on policy, national budgets and action.
- *Led a flagship programme to solve SA's high unemployment challenge*, was especially important. This was an evidence-based scenarios process with significant engagement of leaders from the Presidency, Treasury, other government departments, the private sector and academia. The results of this programme were ultimately translated into the National Development Plan.

PROFESSIONAL EXPERIENCE – 1984 TO 2001

Senior Lecturer	Graduate School of Public and Development Management University of the Witwatersrand	1995-2001
Lecturer	Department of Economics University of the Witwatersrand	1990-1995

Programme Leader **various policy processes for the SA Government** **1994-2001**

From 1994 - 2001, led a range of policy processes on behalf of the South African government, mostly focused on industrial strategy, labour markets, and employment creation. These processes have involved gap analysis, strategy formulation, drawing together key stakeholders towards a vision, and support to cabinet processes. Led large economic development programmes.

Two examples of programme leadership include:

Convenor	Economic Development Greater Alexandra Urban Renewal Project Gauteng Provincial Department of Housing	2000 - 2004
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Led the economic programme in a major Presidential project to upgrade Alexandra township and surrounding industrial and commercial areas. Examples of success include:

- Developed widely recognized innovative economic development strategy to integrate Alexandra township, rather than isolate it, and drawing in key stakeholders to this approach
- Retrieval of a contiguous industrial area to full occupancy and the establishment of a city improvement district
- Regeneration of adjacent commercial area, including the purchase of land and development of a shopping centre
- Capitalization and curriculum development at the Alex Technical College with a focus on auto mechanics
- Identified and developed investment and business opportunities
- Identified major sources of funding for other programmes such as business development and skills training

Programme Leader	Employment Strategy and Presidential Jobs Summit Department of Labour	1997-1998
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Reporting to the Minister of Labour and the Minister of Trade and Industry, was responsible for coordinating the process leading up to the Presidential Jobs Summit of 1998. This involved devising strategy, preparing discussion paper for government gazette, drawing together the government, labour and business stakeholders into negotiation, representing government in dialogue, and assembling the final Jobs Summit Declaration. This was the first multi-stakeholder statement recognising the structural nature of unemployment and associated actions required.

Advisor	South African Clothing and Textiles Workers' Union	1990-1993
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From 1990-1993, initiated and coordinated, with South African Clothing and Textile Workers' Union leadership, the first process to develop the capability of a major South African trade union to enable the expected tri-partite engagements on tariffs and trade, industrial policy and labour and business regulation.

Early Work Experience		1984 - 1990
Consultant	Wilgespruit Fellowship Centre, Johannesburg	1987 – 1988
Head, Projects Office	Lesotho Catholic Bishops' Conference, Maseru	1985 – 1987
Analyst	Ontario Treasury, Toronto, Canada	1984 – 1985

COMMUNITY CONTRIBUTIONS

Private community contribution has been focused on establishing and building advocacy oriented non-governmental organisations in Canada and South Africa. Some examples:

- Founder trustee and currently Chairperson of the Tiger Brands Foundation. This Foundation was established in 2011 to provide school breakfasts and cooking facilities in no-fee primary schools as a pilot for emulation. It has an innovative funding model, based on a dividend flow arising from the 5% of share capital of Tiger Brands that is held by the Foundation. It now provides 60,000 breakfasts daily around South Africa in 81 schools. The Foundation does mobile monitoring of the breakfasts, as well as government's school lunches, offering daily information on delivery. Unemployed youth are trained for this purpose. The TBF works closely with the Department of Basic Education to influence norms in school feeding and monitoring.
- Founded the Sexual Harassment Education Project in 1994, which set the first legal and case management standards for the handling of cases of sexual violation at work (including the Code of Good Practice on Sexual Harassment in the Labour Relations Act), in addition to the successful piloting of innovative education and awareness raising models in South Africa.
- President of Amnesty International – McGill in 1982 – built this chapter from the ground up – starting with 5 members, we finished the year with the largest chapter in Montreal – approximately 200 members.

OTHER ENGAGEMENTS

- Have led projects, processes and contracts with National, provincial and local government, the World Bank, the ILO, GTZ, OECD, UNDP, SIDA, Swiss Development Corporation, the EU, DFID, Oxfam, UNFPA, Nedlac, the Ethiopian government, amongst others.
- Regular keynote speaker to corporate leadership (eg Mercedes Benz, Brait, Merrill Lynch), events and conferences, and internationally (eg. World Bank, Brookings, MIT). Regularly in print, TV and radio media. Prominent media coverage of leading ideas in Financial Mail, Destiny, eTV, Mail and Guardian amongst others. Recognised as “Top 100 Women” by Mail & Guardian in 2008 and 2009, and as CEO Mag Most Influential Woman in Business and Government, Public Enterprises category in 2011.
- International engagements and project leadership in the Middle East (Iran, Kuwait, Dubai), Africa (Ethiopia, Kenya, Senegal, Lesotho, as well as African networks and multi-laterals), China, Latin America (Brazil, Argentina), Europe (Sweden, Finland, Russia, the UK, amongst others), North America

PUBLICATIONS

Authored over 100 publications, and have acted as editor on 4 special edition journals. Commissioning editor of approximately 300 publications.

These publications will be made available in 2016 at www.miriamaltman.com and will also be posted on the South African National Treasury website.

REFERENCES

Available upon request