



- Initiated and supported the orchestration of the Telkom Turnaround programme, to reverse decline and stabilise. Defined future directions for Telkom that translated into concrete and measurable improvements for commercial sustainability through delivery of high quality, accessible broadband.
- Turned around Telkom's Regulatory positioning and relationship with Government. Regulatory success substantially reduced risk and delivered to significant EBITDA improvement.
- Generated momentum in Telkom's cost saving programme. This led to a savings of 3% on the OPEX budget or a saving of approximately \$35 million in the programme's first seven months.
- Strengthened stakeholder communications in respect of the board, government, the regulator and customers.
- Initiated and drove a strategic programme in 2015/16 across revenue generating divisions to make the shift from stabilisation to a growth agenda. This identified opportunities for significant revenue and EBITDA improvements over the 5 year business plan, with clear flight plans and KPIs. This strategy was adopted by the board and built into Telkom's business plan.

The share value rose by almost 6 times between May 2013 and August 2015, reflecting renewed faith in Telkom. Telkom is increasingly seen as a state-owned enterprise success story and is again considered to be a competitive player in SA telecommunications.

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

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 grew 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, infrastructure reform and administered pricing, digital transformation, public works, youth, migration, labour markets, 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***. 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

<b>Senior Lecturer</b>	<b>Graduate School of Public and Development Management University of the Witwatersrand</b>	<b>1995-2001</b>
<b>Lecturer</b>	<b>Department of Economics University of the Witwatersrand</b>	<b>1990-1995</b>
<b>Programme Leader</b>	<b>various policy processes for the SA Government</b>	<b>1994-2001</b>

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:

<b>Programme Head</b>	<b>Economic Development Greater Alexandra Urban Renewal Project Gauteng Provincial Department of Housing</b>	<b>2000 - 2004</b>
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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

<b>Programme Leader</b>	<b>Employment Strategy and Presidential Jobs Summit Department of Labour</b>	<b>1997-1998</b>
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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.

<b>Advisor</b>	<b>South African Clothing and Textiles Workers' Union</b>	<b>1990-1993</b>
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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.

<b>Early Work Experience</b>		<b>1984 - 1990</b>
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 aimed at scalable impact in Canada and South Africa. Some examples:

- Created and launched **Youth Accelerating National Development in School Advancement (YANDiSA)** in July 2019. This leadership initiative works in high schools to build a critical mass of youth with capability to drive constructive institutional change, starting with improved education outcomes in their own schools. Recruited **enke-make your mark** as the host organisation. <https://www.youtube.com/watch?v=ME6HFYRqySw>
- Trustee on the Global Board of **The Commons Project**. This is a group of leaders across public, private and non-profit sectors who come together to build new digital platforms and services for the common good. It launched Common Pass in July 2020, which aims to offer a standard global framework enabling people to document and present their Covid-19 status to facilitate travel, while also protecting data privacy. <https://thecommonsproject.org>
- Non-Executive Director, **SA-Canada Chamber of Commerce**
- Member of Consultative Advisory Group (CAG) to the **Partnership for Skills in Applied Science, Engineering and Technology (PASET)**. This is a partnership of 21 African countries seeking to build capability in these fields. The CAG advises a board comprised of African Ministers of Higher Education and Science and Technology.
- Founder trustee and former 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 is funded by a dividend flow arising from 5% share capital of Tiger Brands held by the Foundation. It now provides over 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. This was early “me-too” intervention that set the standard for practices to today.
- 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.

#### PUBLICATIONS

Authored over 100 publications, and have acted as editor on 4 special edition journals. Commissioning editor of approximately 300 publications. They can be found at [www.miriamaltman.com](http://www.miriamaltman.com) and is also posted on the South African National Treasury website.

Currently writing a book on why countries get stuck and what to do about it. Writing the “Progressive Prosperity” series for Business Maverick, an open online daily news service.

#### REFERENCES

Available upon request