

Curriculum Vitae

Dr NM Walters

I am an experienced management executive, researcher and consultant. I have been working in the fields of public sector strategy formulation and implementation for most of my working life. My specific competencies include performance evaluation systems (eg Balanced Scorecard), science and technology policy formulation, marketing of specialist services, and health technology systems. My consulting clients have included CSIR, NECSA (Previously Atomic Energy Corporation), Medical Research Council, King Abdullah Centre for Science and Technology (KACST) in Saudi Arabia, and others. My personal ambition is to see effective strategies developed and implemented by Government, resulting in improved service delivery.



Personal details

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<i>Languages</i>	Fully proficient in English and Afrikaans

Academic and other qualifications (reverse chronological order)

▪ <i>University 3</i>	▪ University of Stellenbosch: PhD (1986)
▪ <i>University 2</i>	▪ University of Stellenbosch: MBA (1994)
▪ <i>University 1</i>	▪ University of Stellenbosch: MSc (1974)

Some academic achievements (reverse chronological order)

PhD Thesis:	2005
MBA Thesis:	1981

MANAGEMENT and LEADERSHIP EXECUTIVE TRAINING

Export Management (SAFTO- Johannesburg)
 Intellectual Property (MIHR- Oxford)
 Balanced Score Card (IIR Training –Cape Town)

Employment and experience history (in reverse chronological order)

Function	Organisation	Year
Senior Consultant and valued business confidante	Strategy Institute of SA	2004
Executive Director: Technology and Business Development	Medical Research Council	1995
Group Manager: Technology Development and Transfer	Medical Research Council	1993
Manager: Corporate Strategic Market Development	CSIR/EMATEK	1990
Manager: Marketing	CSIR/EMATEK	1988
Manager: Information Systems	Institute of Oceanography	1982
Researcher	National Physical Res. Lab.	1975
Lecturer (Physiology)	US Medical School (US)	1972

Major achievements**Planning, development and implementation of innovative National R&D systems**

The strategic planning and assistance in the development various research systems, drug development and clinical trial platforms, financed through innovative multi-funding, multi-sectoral public/private R&D partnerships including:

- WHO Collaborating Centre for Essential Technologies,
- Technology Transfer and Legal Office for Health research,
- The South African Aids Vaccine Initiative (SAAVI),
- Cancer Research Initiative of South Africa (CRISA),
- Glaxo Action TB programme,
- National Telemedicine programme,
- Traditional medicine Unit Research Unit and Platform,
- SA Cochrane Centre,
- South African Institute for Theoretical Physics (NITheP),
- Nuclear Technology in Medicine and Biology Institute (NTeMBI)
- National Laser Research Initiative of South Africa
- (Team recognition received through initiatives include the Design of the Year award by the South African Bureau of Standards and the Technology Top 100 Award).

Research and Technology management:

- Structuring and implementing various research agreements between Science Councils, Academia and Industry.
- Developing innovative multi-funding, multi-sectoral public/private partnerships for the research, development and implementation of TB, HIV and Malaria programmes in the order of R100 million.
- International funding, research and licensing agreements: *NIH, WHO, Malaysian Palm oil, ECRI, MIHR, EU-DG VIII, TNO Netherlands, British MRC, DIFD, Nu World Ventures Washington, China –Bilateral exchange, Global TB Alliance, EDCTP Netherlands, London School of Hygiene and Tropical Medicine, Oxford University– monoclonal antibodies, International Atomic Energy Agency – environmental Health, University of Chicago – Napralert.*

Consulting engagements:International Consulting :

- Strategy and organisational development: King Abdullah Centre for Science and Technology (KACST), Saudi Arabia
- Marketing Strategy: London School of Hygiene and Tropical Medicine, UK
- Marketing SA Clinical Trial capacity to: Nu World Ventures, NIH and US Pharma.
- Health Technology Strategy and Management: MIHR Oxford and WHO Geneva/Afro
- Socio-economic development and environmental health impacts: Democratic Republic of the Congo, Malawi, Mauritius, Zimbabwe
- (Received the Africa Role Player of the Year award by the South African Foreign Trade Organisation - SAFTO)

Local Consulting/Training:

- Corporate Strategy and planning: SA Research Councils
- Business Process mapping (BPM): Western Cape Education Department (WCED) and Western Cape Provincial Treasury
- Performance management and Balance Scorecard: Local Authorities
- Health Futures and Scenario Planning: UCT, US Business School
- National Bio-repository (Tissue Bank) strategy: Ampath
- Strategy and Business plan for THRIPP: NRF and Department of Trade and Industry
- Market research, The Nuclear Medicine Clinical and Technology Environment; NECSA

RESEARCH OUTPUT

Authored 55 research and management publications and conference proceedings. Full publication list available on request.