

CURRICULUM VITAE

Sithembiso Mthimkhulu Tel: + 27 (0)31 322 3147 [w] • cell: +27 (0)65 9444119 •

E-mail: smthimkhulu@parliament.gov.za

ORCID: 0000-0001-9875-5937

CURRICULUM VITAE OF SITHEMBISO FELIX MTHIMKHULU

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Dr. Sithembiso Felix Mthimkhulu

Economist | Public Finance Specialist | Researcher

Dr. Sithembiso Felix Mthimkhulu is a distinguished economist and public finance specialist with a proven track record of driving evidence-based economic policy and strategic development initiatives across the public, academic, and non-governmental sectors. His career is anchored by a PhD in Economics and is currently being advanced through an MBA at Harvard Business School, blending deep analytical expertise with strategic leadership acumen.

With a foundation in rigorous economic research, Dr. Mthimkhulu has developed significant expertise in macroeconomic forecasting, fiscal policy analysis, debt sustainability, and intergovernmental finance. His core competencies include:

- **Strategic Fiscal Governance:** Providing high-level analysis and advisory on national budgets, fiscal frameworks, and revenue forecasting to parliamentary committees, ensuring legislative oversight and sustainable public finances.
- **Economic Intelligence & Research:** Leading socio-economic research, data management, and the production of influential reports, briefs, and dashboards to inform policy and investment decisions.
- **Stakeholder Engagement & Leadership:** Effectively collaborating with government entities, academia, and private sector partners to translate complex economic insights into actionable strategies for inclusive growth and development.

Dr. Mthimkhulu has authored peer-reviewed publications on public finance and development economics and is proficient in a suite of advanced statistical tools (STATA, EViews, R, MATLAB). As a dedicated professional, he is committed to leveraging his unique blend of economic depth and strategic management skill to support sustainable economic development and sound fiscal governance.

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FIRST NAME: Sithembiso

SURNAME: Mthimkhulu

DATE OF BIRTH: 20 October 1993

IDENTITY NUMBER: 9310205474087

SEX: Male

RACE: African

CITIZENSHIP: S.A

DRIVER'S LICENCE: Code 10

HEALTH: Excellent

LANGUAGES: **Afrikaans, English, IsiZulu and IsiXhosa**

HOME ADDRESS: 9 Education Street, Bellville Block B Unit 71

POSTAL ADDRESS: 9 Education Street, Bellville Block B Unit 71

CONTACT NUMBERS: Cell: 065 944 4119

E-MAIL: sthembisoboy@gmail.com/

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2. EDUCATIONAL PROFILE

2.1 SECONDARY EDUCATION

- **Qualification: National Senior Certificate**
Institution: Umlazi Comtech High School
Year Obtained: 2011

2.2 TERTIARY EDUCATION:

- **Qualification: MBA**
Institution: Harvard Business School (HBS)
Year Obtained: In progress
- **Qualification: Postgraduate Certificate in Education (PGCE)**
Year Obtained: 2024
- **Qualification: Doctor of Philosophy – PhD Economics**
Year Obtained: 2019 – 2023
Thesis Topic: Impacts of electricity access on human development index, governance, income inequality and economic growth.
- **Qualification: Master's degree (Cum Laude) Economic Science**
Graduated with Distinction (Average of above 75%)
Year Obtained: 2017 - 2018

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➤ **Qualification: Bachelor of Economic Science with Honours
(Economic Science)**

Year Obtained: 2016 - 2016

Courses:

- Advanced Microeconomics
- Statistics
- Advanced Macroeconomics
- Advanced Mathematical Economics
- Advanced Econometrics
- Research Methods
- Research Paper in Economics
- Financial Economics: Capital Markets, Investments and International Finance

➤ **Qualification: BCOM**

Year Obtained: 2013 - 2015

2.3 Honors & Awards

➤ **Dean's List Award**

2018

➤ **Philosophy Top 10 Award**

2016

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- **Postgraduate Merit Award (awarded to academically deserving postgraduate students achieving an average of 65% and above)**
May 2017
- **Golden Key Membership (awarded to the top 15% of each faculty)**
Golden Key International Honours Society
Jan 2017
- **First Class Achievement - Discrete Mathematics II**
- **Member, Economic Society of South Africa (ESSA)**
Demonstrates my commitment to staying updated on economic trends and research, enhancing my credibility for leading research initiatives and offering insights aligned with business research and innovation.

2.3 OTHER QUALIFICATIONS/COURSES COMPLETED:

- **National Treasury of South Africa**
GTAC Winter School Network Infrastructure for Inclusive Growth
2018 - 2018
 - **National Treasury of South Africa**
GTAC Winter School Urban and Housing Development
2017 - 2017
-

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- **IMF online training to government officials courses completed with a verified certificate attached.**

1. Revenue Forecasting and Analysis with a verified in house training certificate attached

Analyze fundamental principles and trends in tax revenue analysis. Explain the key features of an effective institutional framework for revenue forecasting. Identify data requirements and recognize potential data issues. Produce revenue forecasts using different models. Recognize the strengths and limitations of different forecasting methods. Use the adequate model(s) to quantify the impact of tax policy changes, including input-output tables and micro-simulation models

2. Projecting Public Debt - The Public Debt Dynamics Tool (DDTX) with a verified in house training certificate attached

This online course, presented by the Institute for Capacity Development, explains how to project the stock of public debt over time for baseline (most likely) and alternative scenarios and how to estimate the path of fiscal adjustments necessary to reach a pre-determined target level of debt. This two-module course, lays out the underpinnings of public debt dynamics (i.e., the evolution of public debt over time) and explains how these concepts are applied in an easy-to-use Excel-based Public Debt Dynamics Tool (DDT). Using projections of some 10 key macroeconomic and financial variables, the DDT provides public debt projections under baseline and stress test scenarios, including through fan charts that describe uncertainty about the evolution of debt over time in a probabilistic manner. The DDT also identifies the main drivers of public debt changes and computes measures of fiscal adjustments that are necessary to achieve a public debt target during a certain period, as specified by the user.

3. Public Debt Dynamics Under Uncertainty (DDUx) with a verified in house training certificate attached

This online course, presented jointly by the Institute for Capacity Development and the Fiscal Affairs Department, provides an overview of how to assess public debt dynamics under uncertainty. The course discusses how to think about public debt projections when we acknowledge uncertainty about the key variables underlying debt projections (GDP growth, interest and exchange rates, and primary balances). This one-module course will allow you to produce and interpret fan charts (graphical tools used to describe uncertainty about the evolution of a variable over time). The course will also present the concepts of maximum debt limit (level of debt beyond which there could be significant negative consequences for the economy) and

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safe debt (a level of debt sufficiently below the debt limit to provide a comfortable and prudent buffer). The course explains how to use fan charts to derive a safe level of debt and how to assess fiscal risks.

4. Debt Sustainability Framework for Low Income Countries (LIC DSFX) with a verified in house training certificate attached

This online course, presented jointly by the Institute for Capacity Development and the Strategy, Policy, and Review Department, in collaboration with the World Bank, provides an overview of the World Bank–IMF Debt Sustainability Framework for Low Income Countries (LIC DSF).

5. Public Sector Debt Statistics (PSDSx) with a verified in house training certificate attached

This course, presented by the Statistics Department, covers the fundamentals needed to compile and disseminate comprehensive public sector debt statistics (PSDS) that are useful for policy- and decision-makers, as well as other users. The course introduces the conceptual statistical framework for PSDS—as presented in the Public Sector Debt Statistics: Guide for Compilers and Users 2011 (PSDSG 2011)—in the context of the government finance statistics (GFS) framework, which is harmonized with other macroeconomic statistical frameworks. Basic concepts, definitions, and classifications are covered, along with the principal accounting rules (including valuation and consolidation) that are relevant for PSDS compilation. The course discusses the recommended the instrument and institutional coverage for compiling comprehensive, internationally comparable PSDS, and how to record contingent liabilities such as government guarantees. It also deals with the impact on PSDS of some debt-related issues such as debt assumption, debt forgiveness, on-lending, financial leases, and financial bailouts. Important PSDS compilation considerations—including what PSDS to compile and disseminate—and the IMF’s guidelines and standards on disseminating PSDS are also covered. The course also presents possible uses of PSDS, including debt sustainability analyses (DSA), and fiscal risk and vulnerability analyses.

6. Macroeconometric Forecasting and Analysis (MFA) with a verified in house training certificate attached

This course, presented by the Institute for Capacity Development, gives government officials a rigorous foundation in the estimation of macro-econometric models and their application for **nowcasting, forecasting, and policy analysis** in central banks, ministries, and public research institutions. The course examines univariate and multivariate econometric time series models, state-space models, and nowcasting techniques as BRIDGE, MIDAS, and UMIDAS models. Each topic includes a lecture that discusses the underlying theory and a workshop with applications using EViews. Participants work in groups on hands-on estimation and forecasting exercises.

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7. Inclusive Growth: Fiscal Policy with a verified in house training certificate attached

This course examines the role of fiscal policy, a combination of expenditure and tax policies, in supporting inclusive growth and highlights best practices for designing expenditure programs and tax policies to foster inclusion. It describes the main goals of an inclusive fiscal policy and the possible tradeoffs between growth and equity. It assesses how various public expenditure programs and tax policy measure could promote or hinder inclusive growth. Finally, the course identifies the challenges and political economy considerations surrounding fiscal reforms and discusses how they can be better implemented to pursue inclusion. Upon completion of this course, participants should be able to: Assess how public expenditure programs and tax policy promote inclusive growth. Identify the challenges and political economy considerations surrounding fiscal reforms and discuss how they can be better implemented to pursue inclusion. Describe the main goals of fiscal policy and the possible tradeoffs between growth and equity

8. RA-GAP - Tax Gap Analysis (VGAPx) with a verified in house training certificate attached

This online course, presented by the Fiscal Affairs Department, provides instruction on how to prepare and execute VAT gap estimation model (VGEM) of the IMF's Revenue Administration Gap Analysis Program (RA-GAP). The course is broken into five modules covering: an overview of the VAT gap modeling framework; using the VAT gap estimation model; measuring actual VAT; constructing the potential VAT base; and running the model, interpreting the results, and troubleshooting.

9. Macroeconomic Diagnostics (MDSx) with a verified in house training certificate attached

This online course, presented by the Institute for Capacity Development, is designed to strengthen participants' ability to assess a country's macroeconomic situation; it emphasizes practical tools for use in day-to-day macroeconomic analysis. The course covers assessments of: the current state of the macroeconomy; the stance of fiscal and monetary policy; financial stability; and the medium-term prospects of the economy, taking into account the sustainability of public and external debt, possible misalignments of the exchange rate, and vulnerabilities arising in the different sectors. The course uses a case study to illustrate application of these tools and to show how they can contribute to the policymaking process.

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10. Medium-Term Debt Management Strategy Framework (MTDS) with a verified in house training certificate attached

This course, presented by the Monetary and Capital Markets Department, aims at building capacity in developing and implementing a sound medium-term debt management strategy (MTDS). Officials are trained on the joint IMF-WB MTDS framework, which is useful for illustrating government cost and risk tradeoffs associated with different debt management strategies and managing the risk exposure embedded in a debt portfolio, in particular, the potential variation in debt servicing costs and its budgetary impact. Officials analyze cost-risk trade-offs of alternative debt management strategies, utilizing the MTDS analytical tool (MTDS AT) developed by the IMF and WB, taking into account the composition of the debt portfolio, macroeconomic indicators, market conditions, potential sources of financing, and the linkages with the broader medium-term macroeconomic framework. Officials then use a selected strategy to work on MTDS implementation with an annual borrowing plan template.

11. Balance of Payments and International Investment Position Statistics (BOP-IIPx)- with a verified in house training certificate attached

This course, presented by the Statistics Department, covers the fundamentals needed to compile the international accounts. The course introduces the conceptual statistical framework for balance of payments and IIP-as presented in the Balance of Payments and International Investment Position Statistics Manual, sixth edition (BPM6), which is harmonized with other macroeconomic statistical frameworks.

12. Government Finance Statistics (GFSx) with a verified in house training certificate attached

This course, presented by the IMF Statistics Department, focuses on both the conceptual framework of government finance statistics (GFS) as presented in the IMF's Government Finance Statistics Manual 2014 (GFSM 2014) and on practical aspects of data compilation. Basic concepts and definitions, accounting principles, and detailed classifications are dealt with in the context of the GFSM 2014, which is harmonized with the System of National Accounts (SNA 2008). The course examines the GFS framework, as well as its coverage and accounting rules (including accrual accounting), classifications, balance sheets and debt, and the sources and methods used for compiling GFS. Lastly, the course discusses the dissemination of GFS and its uses in fiscal policymaking and analyses.

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- Dealing with missing data in household surveys. 2022. 25-27 May.
- DataFirst short course, University of Cape Town.
- Topics in the Economics of Education. 2020. 1-3 December. Economic Research Southern Africa short course.
- Analysing Spatial Data in R. 2020. 20-24 January. Data First short course, University of Cape Town.
- Introduction to Python for Economists. 2019. 25-29 November. School of Economics short course, University of Cape Town
- Monitoring and evaluation course.
- Government Technical Advisory Centre(GTAC) public economics winter school.
- Completed a training course in advanced econometrics(R-project, eviews, STATA and Matlab).
- ERSA Skills Development Training in Econometrics and econometrics.
- Econometric Methods for Policy and Program Evaluation
- Public Expenditure and Financial Management (PEFA)
- Basic Records Management (2017) National Treasury
- Economic concepts and Indicators (2019) University of Pretoria
- Essentials of Business Communications and Effective Report writing skills (2017) Trainers without Borders
- Tax Policy and Design (2018) [GTAC Winter School

2.5 STATISTICS AND DATA ANALYSIS AND MANAGEMENT PACKAGES:

- STATs SA models
- STATA and EViews
- Statistical Package for the Social Sciences (SPSS)
- R qualitative data analysis

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2.6 Skills & Competencies

- Basic understanding of the Constitution
 - Understanding of the political environment
 - Basic knowledge of Parliament and law- making process
 - Understanding of the Parliamentary policies and procedures
 - Ability to maintain confidentiality
 - Proficiency in typing and computer skills
 - Ability to work irregular hours under sustained pressure
 - Ability to communicate and interact with people at all levels
 - Strong oral and written communication skills
 - Strong organisational and planning skills
 - Ability to work in a team
 - Ability to use discretion
 - Good Computer Skills (Word, PowerPoint, Excel and E-mail)
 - Good telephonic skills
 - Good communication skills
-

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- High energy levels and tolerance for stress
- Ability to function optimally under pressure

2.7 THOROUGH KNOWLEDGE OF THE FOLLOWING LEGISLATION AND POLICIES:

- **Money Bills** and Related Matters Act, 2009 (as amended);
- Public Finance Management Act, 1999; and Treasury Regulations
- Municipal Financial Management Act 2003;
- Intergovernmental Fiscal Relations Act, 1997;
- Financial Management of Parliament and Provincial Legislatures Act, 2009

2.8 Publications/Journal articles/Working papers and Research Projects.

- S.F Mthimkhulu and D. D. Tewari (2024). The Education Component and the Inclusion of the Enrolment Survival Measure: Provincial Equitable Share (PES).
<https://ideas.repec.org/a/qam/jecomi/v12y2024i1p20-d1319770.html>.
- Mthimkhulu, Sithembiso Felix. "Financial development, economic growth and income inequality: a panel data approach." (2019).
- THE RELATIONSHIP BETWEEN THE SOUTH AFRICAN MANUFACTURING SECTOR AND ECONOMIC GROWTH:
- S.F Mthimkhulu and D. D. Tewari (2022). THE IMPACT OF ACCESS TO ELECTRICITY ON ECONOMIC GROWTH IN SUB-SAHARAN AFRICA. (Forthcoming)
- S.F Mthimkhulu and D. D. Tewari (2022). THE IMPACT OF ACCESS TO ELECTRICITY ON HUMAN DEVELOPMENT INDEX IN SUB-SAHARAN AFRICA. (Forthcoming)
- S.F Mthimkhulu and D. D. Tewari (2022). THE IMPACT OF ACCESS TO ELECTRICITY ON INCOME INEQUALITY IN SUB-SAHARAN AFRICA. (Forthcoming).
- Quarterly analysis of economic developments for Members of

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Parliament.[https://www.parliament.gov.za/storage/app/media/PBO/B](https://www.parliament.gov.za/storage/app/media/PBO/Budget_Analysis/2022/1-march/28-032022/March_2022_Quarterly_Economic_Brief.pdf)

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2022/March_2022_Quarterly_Economic_Brief.pdf

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Quarterly analysis of economic developments for Members of Parliament
2021. <https://www.parliament.gov.za/storage/app/media/PBO/qbrief-2021-12.pdf>

- [March 2022 Budget presentation](#): the annual tabling of the Budget Review and Medium-Term Budget Policy Statement.
- [March 2022 DORA PBO Presentation](#):
https://www.parliament.gov.za/storage/app/media/PBO/Budget_Analysis/2022/1-march/28-03-2022/March_2022_DORA_PBO_Presentation.pdf

SUPERVISION

Number of students supervised to graduation

- Honours: 4

RESEARCH INTERESTS

Labour economics; the economics of education; behavioural economics; econometrics, public economics

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3. EMPLOYMENT PROFILE

eThekweni Municipality
Senior Manager, Economic Development
Dates Employed August 2025 – Current

KPAs

Strategic Leadership & Governance

1. **Develop and implement the Information & Research strategy** aligned to the City's IDP and Economic Development objectives.
2. **Ensure compliance with municipal policies, SALGA guidelines, and legislative frameworks** (Municipal Systems Act, MFMA).
3. **Lead and manage the Durban EDGE economic intelligence programme**, ensuring timely and accurate outputs.

Research & Data Management

4. **Design and oversee socio-economic research projects** to inform policy and investment decisions.
5. **Maintain and enhance the city's economic data repository**, ensuring data integrity and accessibility.
6. **Produce quarterly and annual economic reports, dashboards, and sector performance analyses.**

Stakeholder Engagement

7. **Collaborate with internal departments, provincial and national agencies** on research and knowledge-sharing initiatives.
8. **Engage with academia, private sector, and development partners** to strengthen research partnerships.

Knowledge Dissemination

9. **Organize and present economic briefings, seminars, and publications** for decision-makers and external stakeholders.
10. **Develop communication tools and platforms** for sharing research insights (e.g., EDGE website, newsletters).

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Performance Monitoring & Evaluation

11. **Monitor economic trends and indicators** to assess city competitiveness and inform strategic interventions.
12. **Evaluate the impact of municipal programmes and policies** using evidence-based research.

Team Leadership & Capacity Building

13. **Manage and mentor research staff**, ensuring skills development and high performance.
14. **Oversee budget and resource allocation** for research projects and information systems.

Innovation & Digital Transformation

15. **Drive adoption of advanced analytics and digital tools** (GIS, BI dashboards, AI-driven insights) to improve research outputs.

National Parliament of the Republic of South Africa

Senior economist/ Budget analyst Researcher

Dates Employed **October 2021 – July 2025**

KPAs

Budget Compilation:

Led research projects on budget allocations, providing detailed analysis and recommendations to ensure balanced and fiscally responsible budgets at the national and provincial levels.

Budgetary Control Policies:

Managed the implementation and evaluation of fiscal policies, ensuring compliance with national legislation and maintaining sustainable public finances.

Revenue and Expenditure Monitoring:

Contributed to monitoring government revenue and expenditure trends, ensuring alignment with long-term fiscal objectives through forecasting and variance analysis.

Grant in Aid Process Management:

Supported the development of budgetary controls for state-owned enterprises and monitored government funding processes, contributing to transparent and accountable fiscal management.

Financial Reporting Systems:

Developed and refined financial reporting systems that complied with legislative requirements, enhancing fiscal transparency and data-driven decision-making.

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Tariffs, Fees, and Charges:

Assisted in evaluating government proposals for changes in fiscal policies, including revenue and public finance models, ensuring alignment with national objectives.

Legislative Advice:

Provided expert advice to government bodies on fiscal sustainability and compliance with municipal and national budgetary legislation.

Team Leadership:

Directed a team of researchers, ensuring alignment with key performance indicators and contributing to accurate, timely reports on budget and fiscal matters.

Legislative Reporting:

Prepared and presented quarterly economic briefs, ensuring compliance with legislative reporting requirements, including alignment with the Municipal Finance Management Act.

Policy Evaluation and Macroeconomic Analysis:

I assist in evaluating the cost, impact, and potential outcomes of various policy proposals. My work includes detailed analysis of South Africa's macro-economy and fiscal framework, ensuring that policies align with national economic objectives and are fiscally sustainable.

Revenue and Public Finance Projections:

I work closely with the economic analyst and deputy director in forecasting the Office's revenue and public finance trends. This includes contributing to the development and refinement of revenue and expenditure models, which help inform

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projections for future fiscal periods.

Advisory Role to the Legislature:

I provide expert advice to the legislature on matters of fiscal policy, public finance, and broader economic policies. This includes offering insights on the fiscal sustainability of government spending, public-sector wage bills, and other macroeconomic factors, ensuring informed decision-making in parliamentary debates.

Quarterly Economic Briefs:

I contribute to the production of the **Quarterly Economic Brief**, which monitors macroeconomic trends and real economy developments that affect public finances. My analysis informs stakeholders about key shifts in economic indicators with potential fiscal implications.

Debt Sustainability Monitoring:

I monitor government debt levels and provide independent analyses of debt sustainability, using the IMF's Debt Sustainability Analysis tool. This involves assessing long-term fiscal risks related to debt accumulation and advising on potential mitigation strategies.

Macroeconomic and Fiscal Forecast Evaluation:

I support the Office's efforts in evaluating government's macro and fiscal forecasts, ensuring accuracy and feasibility of projections. This includes assessing the assumptions and methodologies used in government forecasting models and suggesting improvements.

Contributions to Key Policy Outputs:

I have played a key role in developing reports and recommendations on crucial policy matters, including national budgets, state-owned enterprises, energy policy decisions, and the fiscal sustainability of the public-sector wage bill. These reports help guide national budget discussions and policy reforms.

Parliamentary Committee Collaboration:

I work directly with the Finance and Appropriations Committees of both houses of Parliament, offering insights and data that aid in their analysis of fiscal and budgetary matters.

Annual Budget Analysis:

Annually, I review and analyze budget documents tabled in Parliament by the Minister of Finance. This includes scrutinizing the national budget in line with the **Money Bills Amendment Procedure and Related Matters Act, 2009**, ensuring that budgetary proposals are fiscally responsible and meet national objectives.

Fiscal Framework Amendments and Policy Analysis:

I provide advice on proposed amendments to the fiscal framework and analyze budget-related policies, including the Division of Revenue Bill and Money Bills. My role involves ensuring that proposed amendments are fiscally viable and do not impose unfunded mandates.

Legislative Monitoring:

I monitor legislative and policy debates, particularly those with budgetary implications, and provide reports on potential unfunded mandates arising from new laws or policy proposals.

Operational Support:

In addition to my research responsibilities, I also support the Deputy Director in the **Economic, Finance, and Policy** section with operational and administrative activities, ensuring smooth execution of all tasks related to economic analysis and policy recommendations.

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Budget Analyst, AJ Mvemvane Enterprises NGO

April 2019 – September 2021

Key Performance Areas (KPA's)

1. Development of Budget Guidelines, Policies, and Procedures:

- Developed and implemented budgetary policies and procedures for the NGO's operating and project-specific budgets, ensuring compliance with donor requirements and internal financial controls.
- Assisted in the creation of annual budget guidelines, ensuring alignment with organizational goals and strategic priorities.

2. Compilation of Corporate Operating and Multi-year Indicative Budgets:

- Managed the preparation and compilation of annual and multi-year operating budgets for various programs within the NGO, ensuring resource allocation met project needs and long-term goals.
- Worked closely with department heads and project leads to forecast revenue and expenditure, contributing to the development of balanced and realistic budgets.

3. Budgetary Control and Compliance with Legislation:

- Ensured the NGO's budgeting practices complied with local and international regulations, including grant funding conditions and financial reporting standards.
- Conducted regular reviews of budgetary control measures, making recommendations for adjustments where necessary to improve financial sustainability.

4. Monitoring and Management of Operating Revenue and Expenditure Variances:

- Monitored actual revenue and expenditure against budgeted figures, identifying variances and providing detailed analysis for corrective action.
- Prepared monthly financial reports and presented key findings to the executive team, recommending budget adjustments where necessary to align with funding and expenditure trends.

5. Grant Management and Financial Reporting:

- Managed the financial reporting process for grant-funded projects, ensuring that all financial activities met donor requirements and reporting deadlines.
- Collaborated with project managers to ensure that financial resources were allocated effectively, and that expenditures adhered to approved budget lines.

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6. Development and Maintenance of Financial Reporting Systems:

- Contributed to the development and maintenance of financial systems for reporting and tracking budget performance, ensuring that reports met both internal management and external donor requirements.
- Automated financial reporting processes to enhance accuracy and reduce reporting time, leading to more efficient budget monitoring.

7. Management of Tariffs, Fees, and Charges for Services Provided:

- Developed and reviewed cost structures, tariffs, and fees for services provided by the NGO, ensuring that pricing strategies were aligned with operational costs and funding availability.
- Worked with the finance team to update and maintain a tariff calculator for services provided by the organization, ensuring transparency and consistency in pricing.

8. Advisory on Budgetary Legislation and Financial Regulations:

- Advised the management team and department heads on budgetary policies, legislative changes, and regulatory requirements affecting the financial operations of the NGO.
- Conducted training sessions for staff to ensure understanding of new financial regulations and budget policies.

9. Personnel Management and KPI Alignment:

- Directed a team of financial assistants, setting Key Performance Indicators (KPIs) and managing outcomes related to budget preparation, financial reporting, and variance analysis.
- Ensured that the financial team adhered to budgetary timelines and quality standards, fostering a culture of accountability and continuous improvement.

10. Legislative and Adhoc Reporting on Budget vs Actual Performance:

- Prepared and submitted monthly, quarterly, and annual budget performance reports to the NGO's board and donors, ensuring compliance with the financial reporting requirements of the organization and funding bodies.
- Managed ad-hoc reporting on specific budget queries, providing timely responses and solutions to variance issues.

CURRICULUM VITAE

Sithembiso Mthimkhulu Tel: + 27 (0)21 403 3583 [w] • cell: +27 (0)65 9444119 •

E-mail: smthimkhulu@parliament.gov.za

ORCID: 0000-0001-9875-5937

Junior economist, Western Cape Provincial Treasury

Dates of Employment: March 2018- Feb 2019

One year contract

- **Fiscal Policy Research and Development:**
Conducted in-depth research on fiscal policy issues affecting the province, including tax structures, public spending, and economic growth. My analysis helped inform fiscal strategies that promoted sustainable public finances.
- **Budget Formulation and Analysis:**
Contributed to the preparation and review of the provincial budget, ensuring alignment with fiscal policies. I analyzed budget proposals to ensure fiscal discipline, economic efficiency, and long-term financial sustainability.
- **Economic Impact Assessments:**
Evaluated the economic impact of fiscal policies and government interventions. This involved assessing policy proposals for their potential effect on economic growth, job creation, and the province's socio-economic development.
- **Stakeholder Engagement and Consultation:**
Collaborated with various departments, municipalities, and external stakeholders to ensure alignment between provincial fiscal policies and national objectives. Regular consultations allowed for inclusive policy development and enhanced decision-making processes.
- **Debt Sustainability Analysis and Monitoring:**
Assisted in developing frameworks to monitor the province's debt levels and ensure compliance with debt sustainability guidelines. I provided recommendations on borrowing strategies to maintain fiscal health and reduce financial risks.
- **Policy Advisory and Strategic Recommendations:**
Advised senior management and government officials on fiscal policy matters, providing strategic recommendations on managing public finances and responding to economic challenges.
- **Expenditure Management and Efficiency Analysis:**
Conducted reviews on government expenditure, identifying areas of inefficiency, and recommending strategies for cost optimization while maintaining service delivery standards.
- **Financial Modeling and Forecasting:**
Developed financial models to project revenue and expenditure trends, helping to create more accurate fiscal forecasts and inform long-term planning.
- **Legislative and Regulatory Compliance:**
Ensured that fiscal policies adhered to relevant legislation and regulatory frameworks, including the Public Finance Management Act (PFMA) and National Treasury guidelines.
- **Reporting and Presentations:**
Compiled detailed reports and presentations for the Executive and senior management on fiscal trends, risks, and policy outcomes, contributing to data-driven decision-making processes.

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E-mail: smthimkhulu@parliament.gov.za

ORCID: 0000-0001-9875-5937

Budget analyst, Isihululu Enterprises NGO

Dates of Employment: **Jan 2017 -Feb 2018**

Line Manager /Direct supervisor: Miss Nombulelo Ntshangase

Key Performance Areas (KPAs)

1. Development and Implementation of Budget Policies and Procedures:

- Assisted in the creation and refinement of budgetary guidelines, policies, and procedures to improve financial planning and control across various NGO projects.
- Provided support in ensuring budget compliance with donor funding requirements and local financial regulations.

2. Preparation of Operating and Project-specific Budgets:

- Managed the preparation of annual operating budgets and project-specific budgets, collaborating with department heads to ensure alignment with funding limits and project goals.
- Played a key role in coordinating multi-year financial projections for long-term projects, ensuring a balanced allocation of resources.

3. Budgetary Control and Compliance:

- Ensured compliance with budgetary policies and financial regulations through regular reviews and updates of budgetary control measures.
- Monitored compliance with statutory requirements and financial agreements, providing feedback and recommendations for adjustments to project leaders.

4. Revenue and Expenditure Variance Monitoring:

- Analyzed revenue and expenditure variances on a monthly basis, identifying discrepancies and working closely with project managers to resolve issues.
- Prepared variance reports and recommendations for budget adjustments to maintain financial sustainability across projects.

5. Financial Reporting and Grant Management:

- Managed financial reporting for grant-funded projects, ensuring adherence to donor reporting schedules and compliance with grant terms.
- Developed detailed financial reports, showing how funds were allocated and spent across different projects, and presenting these to donors and management.

6. Maintenance of Financial Systems and Tools:

- Contributed to the development and maintenance of internal financial reporting systems to enhance the tracking and management of budget performance.
- Worked with the finance team to automate certain financial processes, improving the efficiency of reporting and budget monitoring.

7. Cost Structure and Tariff Management:

- Assisted in reviewing and developing cost structures for the NGO's services, ensuring that project fees and tariffs were properly aligned with actual costs.
- Supported the development of a transparent system for calculating service fees, ensuring consistency and compliance with financial standards.

8. Advisory on Budgetary Policies and Legislation:

- Provided advice to project managers and senior management on financial regulations and budgetary policies, ensuring adherence to

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donor and statutory requirements.

- Organized and led workshops for NGO staff on new and updated financial regulations, improving organizational knowledge and compliance.

9. Personnel Supervision and KPI Management:

- Assisted in overseeing junior finance staff, ensuring their tasks aligned with organizational goals and budget preparation timelines.
- Monitored performance indicators for financial assistants, guiding them in meeting deadlines and improving the accuracy of financial reporting.

10. Legislative Reporting and Compliance with Grant Conditions:

- Managed the preparation of regular financial performance reports for the NGO's board and donors, ensuring that the reports complied with the Municipal Finance Management Act (MFMA) and other legislative requirements.
- Conducted ad-hoc financial analyses and reporting as required by senior management, ensuring timely responses to budget queries.

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Tutor/teaching assistant (School of Economics,) – various undergraduate courses; Honours mathematics, microeconomics and econometrics; Masters econometrics

Company Name University of Zululand

Faculty of commerce (Economics department)

Dates Employed 2014- 2016 (FULL 3YEARS)

I was employed by the Department of Economics at the UNIVERSITY OF ZULULAND, as both an academic tutor and a demi. My responsibilities included conducting tutorials for 1st level economics as well as assisting the department in the administration of economic courses. Roles include one-on-one consultations with students, exam invigilation and script marking. Part-time lecturer and course convener (School of Economics,) – Intermediate Microeconomics, Advanced Micro and Macroeconomics; Econometrics; and Honours Mathematics.

I tutored the following courses over 4 years at the School of Economic and Business Sciences:

2019: Honours Advanced Mathematical Economics

2019: First Year Economics Micro Non-Theory

2019: First Year Economics Theory

2018: Honours Advanced Mathematical Economics

2018: Second Year Macroeconomics

2018: Second Year International Trade and Finance

2018: First Year Economics Theory

2017: First Year Economics Micro Non-Theory

2017: First Year Economics Theory

2016: First Year Economics Micro Non-Theory

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Field Researcher

Health Economic and HIV AIDS Research Division

Part- Time work during Varsity holidays

I was employed as an assistant field researcher by HEARD, researching and gathering data on several key areas concerning related to the field of health economics.

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4. REFERENCES

Dr Mukundi Maphangwa

Tel: 27 (21) 403 2911

Email: mmaphangwa@parliament.gov.za

Cell: 084 889 1425

Western Cape Government

Miss Nombulelo Ntshangase

0781530411

Nombulelo.Ntshangase@westerncape.gov.za

Prof I. kaseraam

**Dean of Research, University of Zululand Research
Office**

[Tel:2735 902 6425](tel:27359026425)

Fax: [0865505343](tel:0865505343)

Cell: 084 506 6890.

Email: KaseeramI@unizulu.ac.za

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