

**MTN GROUP MANAGEMENT SERVICES (PROPRIETARY) LIMITED**

Head Office: 216-14<sup>th</sup> Avenue Fairland 2195

Private Bag 9955 Cresta 2118 South Africa

Tel +2711 912 3136 Fax +2711 912 3001 Website www.mtn.com



2015 04 15

**TO WHOM IT MAY CONCERN**

**LETTER OF REFERENCE FOR FAITH NHLAPO**

I have had the good fortune to have Faith Nhlapo work in my team as a Recognition Consultant up until Dec 2014. The team was provided with a green fields remit to conceptualize, design, develop and execute an end to end Global Recognition architecture. This architecture would specifically provide for the recognition needs of the MTN Group, across 22 operating companies.

Faith adeptly managed complex relationships at executive level and comfortably established an optimal alliance and partnership with multiple Global Vendors in a congenial and collaborative manner.

During this period, Faith contributed significantly towards the overall implementation of the above architecture with particular passion towards stakeholder, communication and change management inclusive of personally overseeing the training, monitoring and measurement of impact created in the 22 operating companies working in partnership with Recognition Custodians.

I have come to know Faith as a consummate dedicated human resource development professional and can personally attest to her enormous drive for achievement which at all times is executed with high degree of creative finesse.

She skilfully applied her abilities within this sphere of responsibility with ease and can comfortably be relied upon to lead and manage large scale organizational leadership change events.

Faiths key achievements worth mentioning are:

- She developed a P10 (Customer Experience) HR Toolkit deployed to align the internal customer experience to the external customer experience focus across the MTN business operations. Ghana's results prior to after deployment has shown tremendous improvement in the GCA eNPS results. Also 9 of 10 Opcos who have had improved eNPS scores are those that have deployed the P10 Group HR Toolkit 2013/2014 scores compared.
- She designed a recognition tool to recognise innovation, which was launched in 2012 under the Y'elloStars, MTN's previous flagship recognition programme (111 innovations were captured, some of the Innovations that generated great impact were the Mobile Money Innovation idea executed which further expanded to other markets and that now contributes meaningfully to Group revenues)
- She developed MTN's global recognition programme and designed the new 2015 Group recognition programme strategy aligned to the evolved MTN's mission and vision. Exceptional leadership was shown in positioning the launch of the new Global recognition programme, MTN Shine.
- Key to this was Faiths development of a new philosophy that was approved for the new recognition programme i.e. *criteria to define levels of impact and behaviours to source a provider for the new Global Recognition Programme for MTN.*
- She engaging Comms for the agency to design the look and feel of the new Global Recognition Programme and facilitated agreement between Comms/Marketing and Group HR (REM & OD) for the branding of the Kudos programme.

**Directors:** RS Dabengwa and BD Goschen

**Company Secretary:** SB Mshali

**Reg No.** 2004/006943/07

**VAT No.** 4060213263

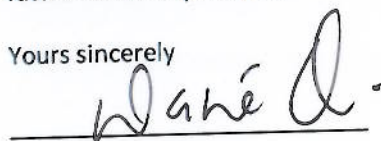
- She facilitated all key Stakeholders contribution that had a positive impact on ensuring that the vendors were not only legally bound by the standard SLA/LOIs but also by risk IT assurance standards.
- She facilitated the development of two major digital systems in parallel ( Jumia- on line retailer, and Kudos-online recognition) within the same timeframe
- Above and beyond expectations, Faith exceeded 2014 cost management expectations for savings of half a million Rands (R472 500= \$45 000) by global rollout lowering costs of implementation fees which were

**Stakeholder feedback 2015:**

Country of operation	MTN Operating unit role	Name	Verbatim quote	Subscriber & staff size at March 2015
Iran	Irancell HR Executive	Saeid Khak Rah Ale Mohammad	Faith, MTN shining because of what you did in the new recognition program. You proved to be a true role model for active collaboration, get it done, complete accountability and complete candor. Wish you all the best in new journey	43.9million subscribers 1450 staff ( SFTE)
SA	HR Specialist	Charlton Jordan	Faith has been the MTN group ambassador for recognition - she lived it, breathed it and was it. That is the element that many organisations need and must have. We were able, through her invaluable contribution, to get people talking and thinking about recognition.	28 million subscribers 4328 staff ( SFTE)
Nigeria	HR Senior manager	Tunde Success Osideko	Faith is a professional per excellence, working with her on the MTN Shine was such a delight, her support was extraordinary, her desire for excellence was phenomenal and her resilience to never take No for an answer was an asset. She coordinated all the stakeholders within the project team with dexterity and made working with different professionals from different countries in a virtual environment look so easy. It is such a pain and joy at the same time to see her go!	59.9million subscribers 1840 staff ( SFTE)
Yemen	Human Resource specialist	Hani Gazim	Thank you Faith for all your support and cooperation, thank you for your being there whenever we need your support.	5.2 million subscribers 804 staff ( SFTE)
Cyprus	Cyprus Hr Executive	Kally Kadoglou	Dear Faith we are so sorry to hear you are leaving, thank you so much for the support you have given us over time.... Good Luck and all the very best from all of us in Cyprus	0,4 million subscribers 407 staff ( SFTE)

I would welcome the opportunity to work with Faith in any capacity going forward and wish her only the best for her future career aspirations.

Yours sincerely



**Mrs. Dane' Osborne**

**Senior Manager: Culture Development**

**Group HR**

**MTN Group Management Services Limited**