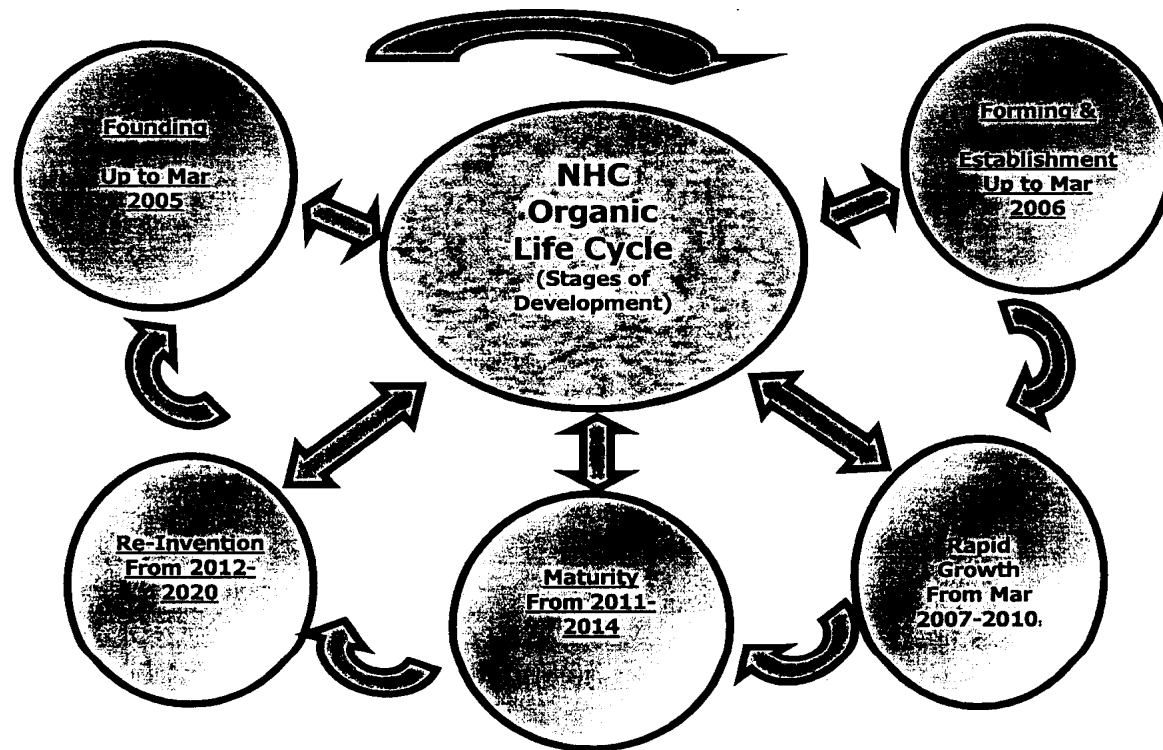


As I have mentioned we are in our infancy and in organizational terms we are in the founding stage of our development. All new enterprise will undergo the following stages its life cycle: Founding, Establishment, Rapid Growth, Consolidation and Maturity phases.

Those who have ever started an organization will know that start-ups are fraught with frustrations, despondency and tensions. This is precisely because all the things that are taken for granted in established organizations are not there. This includes, amongst others, development of financial procedures and financial systems, finding premises, furniture, telephones, recruiting personnel, the formation of a functional team of people from diverse backgrounds, laying the foundations for a sound governance policy and the formulation of an organizational and operational strategy. This is a period that is characterized by emotional storms that make or break an organization. The failure of start-ups as revealed by scholars and practitioners of organizational development are, amongst others, failure to procure relevant expertise and inexperience of people in governance during the initial phase. Another incongruity for infant organizations is the unrealistic expectation for the new organization to perform like the more experienced and established one. On a lighter note nobody, in their right mind I must add, would expect a toddler to run the Comrades Marathon even if its pedigree is unimpeachably athletic.

Honourable Members of the Ad hoc o Committee, in this initial phase, it would be considered successful, if we can just find and establish a sound institution that would be able to fulfil national imperatives and mandates.



- Office Manager
- 4. Lease of Premises**
- 5. Procurement of Fixed Assets**
- 6. Overheads (General Admin & Travel & Subs)**
- 7. Constitution of the Council**
 - Appointment of Council
 - Election of Executive Committee
 - Formation of Sub-committees
- 8. Appointment of the Strategic Consultant**
 - Formulation of strategic framework and strategy business plan
 - NHC Competency Profiling and Leadership Systems, Corporate, Functional and Operational and Key Performance Indicators
 - Formulation of Governance framework
 - Development of the Councillors Code of Conduct for Governance and Management
 - Development of Executive Code of Conduct and Operational Manual and Procedures
 - Executive Committee Governance Workshop
- 9. Recruitment of Key Personnel**
 - Cost of key personnel
 - Interim wage bill
 - Appointment of the Chief Financial Officer

Schedule of Work - 1 June 2004 - 31 March 2005

- 1. Strategic plan and Business plan**
- 2. Developing the business processes and procedures**
- 3. Opening of bank accounts**
 - Transfer of funds from DAC
 - Council Resolution
 - Financial Regulations
 - Funding account
 - Functional account
 - Signatories
- 4. Appointment of Auditors**
- 5. Overheads (General Admin. & Sleep & Travel)**
- 6. Opening of bank accounts**
 - Transfer of funds from DAC
 - Council Resolution
 - Financial Regulations
 - Funding account
 - Functional account
 - Signatories
- 7. Full Council Governance Workshop**
- 8. Development of Stakeholder Matrix measures and intervention**
- 9. Stakeholder communication, advocacy and education**
- 10. Marketing and Branding**
- 11. National Road show and National Media Conference**
- 12. Nine Provincial Road Show - Gauteng Road show to include launch**

Next year, during the establishment phase we will focus on the development of a National Heritage Policy, conduct an impact audit of existing heritage institutions, undertake transformation of these where required, establish new ones to redress the inequalities of the past and develop impactful programmes arising from the nation wide survey that would be undertaken during the provincial road shows this year.

The achievement of all this will then set us up for the Rapid Growth Phase.

In conclusion I wish to state that we will need your support, guidance and tolerance for the teething problems we may experience during this crucial initial Founding Phase.

Thank You.