



NATIONAL COUNCIL FOR HIGHER EDUCATION



ANNUAL PLAN

2019/20

MAY 2019



Our logo embodies the following:

- The "hut" symbolises a pyramid of which the "sticks" represent the different academic streams which lead to excellence;
- The different academic streams join and guarantee "shelter" for the nation;
- The "hut" also symbolises unity through binding the different academic streams together;
- This unified effort emphasises coordination among our higher education institutions.

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PREFACE

Achieving a status of being a valued leader in coordinating quality higher education in pursuit of a knowledge based society requires effective plans and robust monitoring systems. At the NCHE, we have adopted a culture of performance management facilitated by the 5 years Strategic Plan and Annual Implementation Plans.

This document represents an Annual Plan for the financial year 2019/20. It serves as a guide to inform the decisions and activities during the year. It is a result of the annual planning meeting held in April 2019, which reviewed the progress over the past financial year. Based on the progress attained, challenges encountered and the overall status of the NCHE 2017/18 - 2012/22 Strategic Plan, the NCHE Secretariat developed outputs for the year 2019/18 Implementation Plan.

The plan is divided into five (5) strategic objectives, aiming at ensuring a coordinated higher education system through equitable access and quality service deliver. These objectives are to be achieved through projects with clear outputs and corresponding targets key actions, responsible units and estimated budgets requirements. Baselines for quarterly targets are informed by the previous year's performance.

The NCHE 2019/20 Implementation Plan was endorsed by the Audit and Finance committee and approved by the 4th Council at its 6th Ordinary meeting on 05 June 2019 [Resolution 4th Council/031 of 05/06/2019].

Successful implementation of this Annual Plan relies on the assumption that the existing capacity (human, financial and material resources) would prevail throughout the year.



SYLVIA DEMAS

DEPUTY EXECUTIVE DIRECTOR

High Level Statement

The high level statements of NCHE refer to its mission, vision and core values. These statements were formulated based on its mandate as per the Higher Education Act, Act 26 of 2003. In addition, they are aligned to Vision 2030; NDP5; and MHETI Strategic Plan. The UN Sustainable Development Goals (SDGs), African Union Agenda 2063, SADC Protocol on Education and Training also informed the crafting of the mission and vision.

The Vision

A valued leader in coordinating quality higher education in pursuit of a knowledge-based society.

The Mission

To ensure a coordinated and responsive higher education system through equitable access and quality service delivery.

The Core Values

Integrity	We will adhere to moral and ethical principles by exhibiting the quality of an intuitive sense of honesty and truthfulness with regard to the motivation for our actions.
Professionalism	We will exercise high level of competence in our work, never compromise our set standards and values.
Accountability	We will acknowledge and take responsibility for our actions, decisions and policies including the administration, governance and implementation within the scope of our role and encompassing the obligation to report, explain and be answerable for resulting consequences.
Equity	We will serve our employees, customers and stakeholders with uniformity of rule application, fairness, reasonableness and interpretation, and make decisions that are free from any bias or dishonesty.
Commitment	We will devote our time and energy always to meet our strategic objectives and satisfy our stakeholders' expectations.
Teamwork	We will continuously work together as a team to achieve our strategic objectives, reason of existence and hold ourselves accountable for our team outputs.

Governance Structure

NCHE consist of 19 substantive members and 16 alternate members selected in terms of Section 7 (1) of the Higher Education Act, 2003 (Act No. 26 of 2003). Even though the NCHE members are drawn from various organisations, it functions as a body of experts advising the Minister on all matters relating to higher education.

The Council serves as a decision making body and advises the line Minister on matters pertaining to its mandate. For the purpose of coordination, the Council is advised by the subject matter committees, through the Executive Committee. The Executive Committee consists of the Council Chairperson and Deputy Chairperson, together with the Chairpersons of the subject matter Committees. Currently the Council has three subject matter Committees, namely: Audit and Finance Committee; Quality Assurance & Higher Education Coordinating Committee; and Funding Framework & Higher Education Management Information System (HEMIS) Committee.

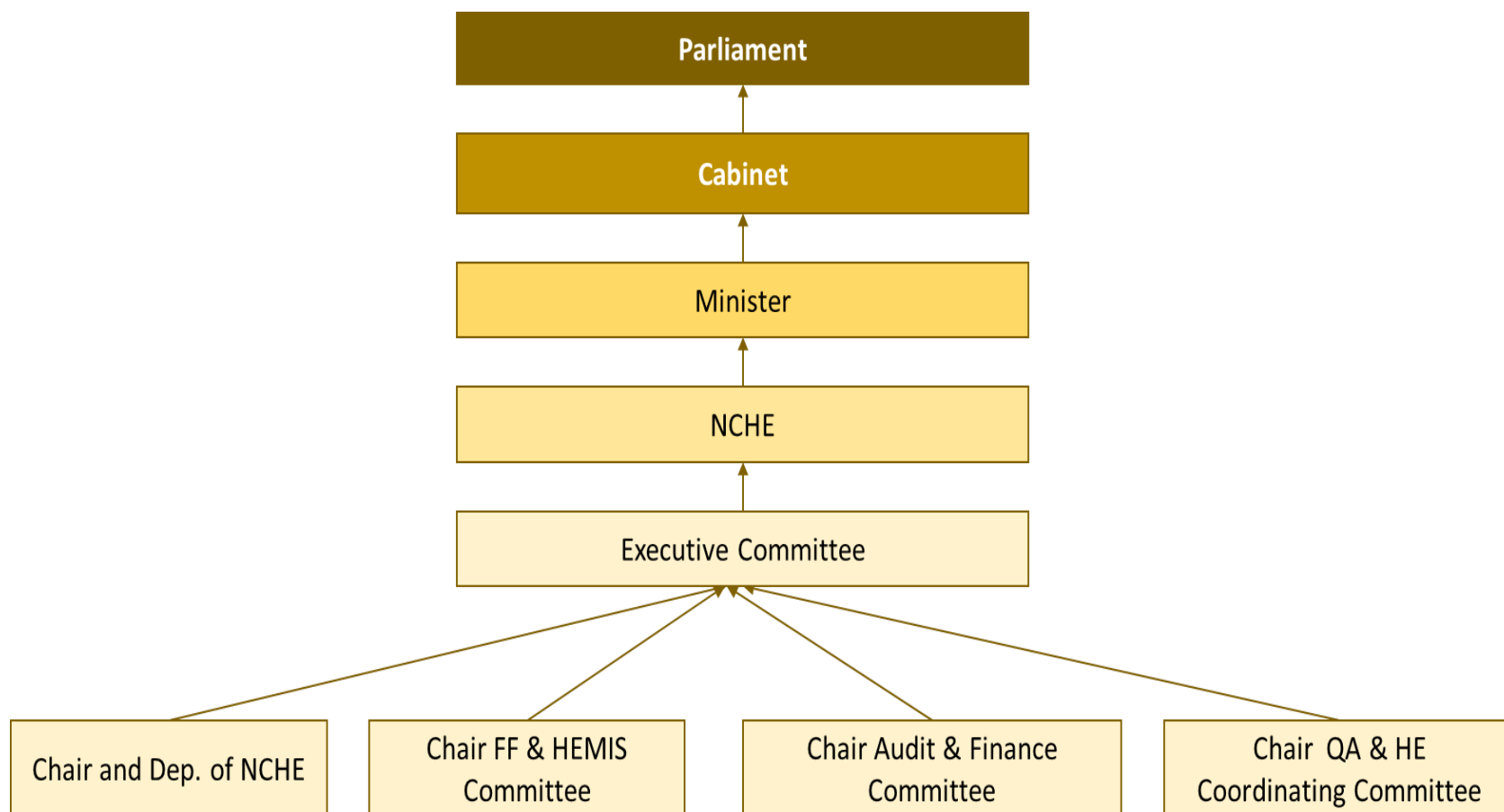
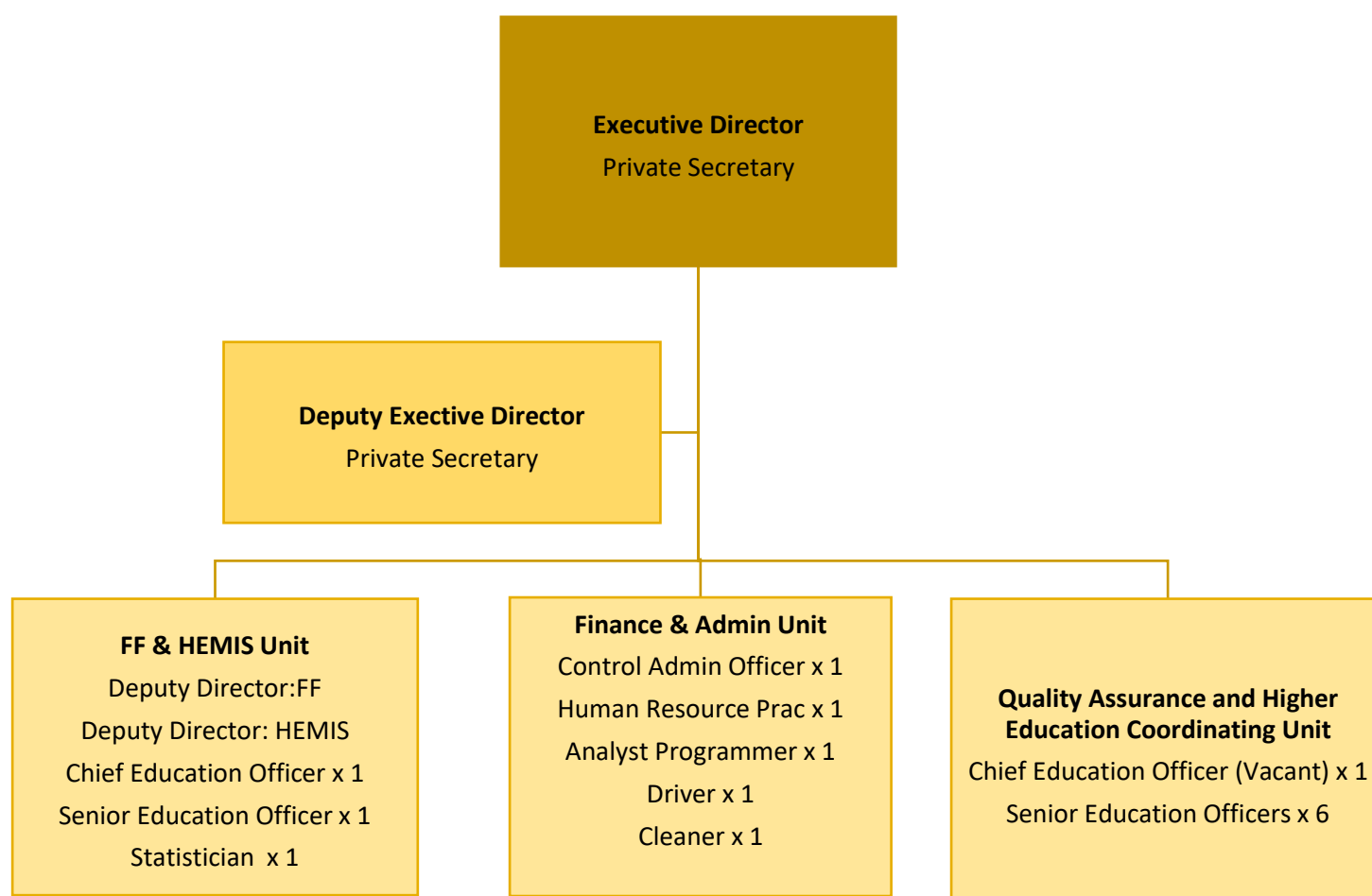


Figure 1: An Illustration of Interface between Layers of NCHE Governance Structures

Organogram of the Secretariat

NCHE is served by a Secretariat, comprising of staff members of the Ministry of Higher Education Training and Innovation, designated by the Permanent Secretary to perform the functions of the Secretariat. The leader of the Secretariat, the Executive Director, serves as the Accounting Officer. The functions of the Secretariat are to provide secretarial, administrative services and technical assistance as may be required by NCHE or any committee of its NCHE.

Figure 2: Organogram of NCHE Secretariat



Monitoring and Review of Annual Plan

The monitoring and review of the implementation of the 2018/19 Annual Plan is conducted on quarterly basis in concurrence with the Performance Management Policy of the Public Service of the Republic of Namibia. Performance management by definition is a systematic process by which an institution involves its employees, as individuals and members of a group, in improving organisational effectiveness in the accomplishment of institutional mission and objectives.

The performance management process is used to communicate institutional goals and objectives, reinforce individual accountability for meeting those goals, and track and evaluate individual and institutional performance results. It creates an opportunity for a partnership in which management share responsibility for developing their employees in a way that enables employees to make contributions to the institution

Against the above background, respective projects are assigned to different functional units, for implementation. Within each unit, individuals have signed Performance Agreements, highlighting responsibilities for specific actions, under each project. The Performance Agreements also include Personal Development Plans for training or development in specific areas of operation.

The four (4) quarters of a year for which performance reviews are conducted at individual and institutional levels are as follow:

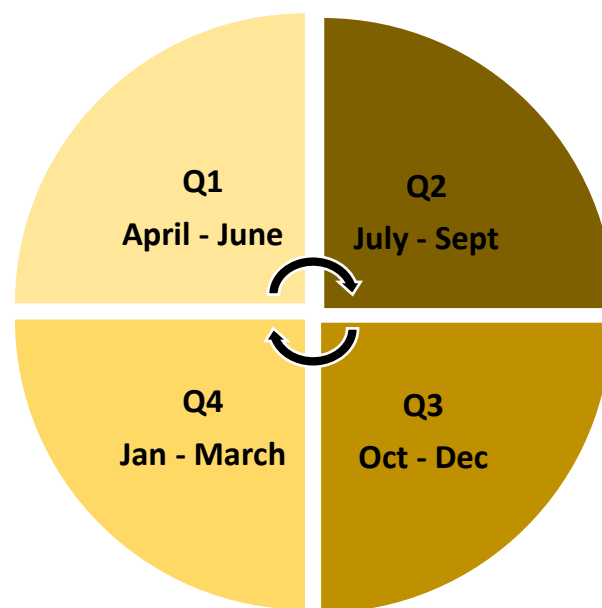


Figure 3: Four Quarters of the Financial Year

NCHE 2019/20 Plan

Strategic Objective	Project	Output	Key Performance Indicator (KPI)	KPI Definition	KIP Type	Base Line	Targets				Planned Action Steps	Budget (N\$'000)		Unit Responsible
							Q1	Q2	Q3	Q4		Dev't	Operational	
1. Ensure a Coordinated Regulatory Framework and compliance	Policy Reform and Development	National Human Resources Development Strategy	% of National Human Resources Development Strategy Developed	% of National Human Resources Development Strategy developed	Incremental	10%	25 %	50%	100%		Coordinate the work of the Task Team on the formulation of the National HRD Strategy Facilitate national workshop on the formulation of NHRD Strategy Oversee the finalisation of the NHRD Strategy by the Local Team		40, 000	Executive Director's Office
		Consensus on the content of the National Admission Policy	% of the working paper on the formulation of the National Admission Policy completed	The extent to which the working paper on the formulation of the National Admission Policy has been completed	Incremental	0%	15%	30%	60%	100%	Facilitate consultations on the formulation of the National Admission Policy Oversee the formulation of the working paper on the National Admission Policy			
		Legalised criterial for higher education institutions designation	% of the regulation of the criteria for higher education institutions designation completed	The extent to which the criteria for higher education institutions designation has been transformed into regulations	Incremental	0%	10%	30%	50%	70%	Follow up with the Office of Attorney General on the required amendment to the Higher Education Act Facilitate the transformation of the criteria for higher education institutional designation into standards			
2. Promote Evidence based Planning	Research and Feasibility Studies	2019 Annual Public Lecture published	% of the 2019 public lectures report produced	Proportion of activities completed towards the preparation of the 2020 Public Lecture	Incremental	50%	70%	75%	90%	100%	Finalise, publish and disseminate the 2018/19 Public Lecture Report Facilitate stakeholders input on the theme for the 2020 Public Lecture Conduct the 2020 Public Lecture			Quality Assurance and Higher Education Coordination
		Annual Public Lecture conducted	% of public lectures activities			0%	0%	20%	50%	100%	Facilitate stakeholders input on the theme for the 2020 Public Lecture Conduct the 2020 Public Lecture		152,000	
		HEMIS updated with 2018 student, staff, subject and facility data	% higher education institutions that for which 2018 data (student, staff, subject and facility data) have been processed	Proportion of institutions whose data have been received, cleaned and stored. Total higher education institutions are 16	Incremental	0%	70%	100%			Collect, process and consolidate 2018 data from higher education institutions			Funding Framework and Higher and Education Management Information System
		2018 National Higher Education Statistical Yearbook (NHESY) published	% of the 2018 NHESY completed	Proportion of steps in NHESY publication completed	Incremental	0%	25%	70%	80%	100%	Compile, publish and disseminate 2018 NHESY		100,000	
		2014-2016 Graduate Tracer Study Report	% of 2014-2016 Graduate Tracer Study report finalised	Proportion of steps towards report completion	Incremental	30%	60%	80%	95%	100%	Finalise data collection Analyse data Draft survey report Publish and disseminate report		637,300	

Strategic Objective	Project	Output	Key Performance Indicator (KPI)	KPI Definition	KIP Type	Base Line	Targets				Planned Action Steps	Budget (N\$'000)		Unit Responsible
							Q1	Q2	Q3	Q4		Dev't	Operational	
		Employer survey conducted	% of Employer survey deliverables completed	Proportion of activities in conducting the survey completed	Incremental	5%	30%	60%	90%	100%	Formulate project document Design methodology Collect data		236,700	Quality Assurance and Higher Education Coordination
3. Improve the Quality of the Higher Education System	Consolidation of the National Quality Assurance System	Five Private HEIs registered	% of targeted private higher education institutions registered	Stages completed in the registration process of private higher education institutions	Incremental	0%	20%	40%	70%	100%	Induct new Private higher education institutions on the registration process Process applications of 5 private higher education institutions for registration, gazetting and certification		50,000	
		Two Higher Education Institutions audited	% of targeted higher education institution audited	Activities completed as proportion on all institutional audit activities	Incremental	0%	0%	20%	40%	50%	Invite eligible higher education institutions to apply for quality audit Induct Institutions on the preparation of Institutional Portfolios and audit procedures Conduct mock institutional quality audit		30,000	
		Thirty Programmes reviewed for accreditation	% of targeted academic programmes reviewed	Proportion of accreditation activities completed	Incremental	0%	20%	40%	70%	100%	Appraise Self Evaluation Reports Oversee programme review Process review reports for accreditation		500,000	
		Eight Monitoring Reports produced	% of targeted Improvement plans produced	Proportion of activities on the production of the Improvement Plans completed	Incremental	0%	10%	20%	60%	100%	Facilitate preparation of programme Improvement Plans Monitor progress on plan implementation			
		Strengthened capacity in quality assurance in higher education	% of activities towards QA capacity development implemented	Action steps taken in preparation of the peer review training and the quality assurance conference	Absolute	0%	50%	90%	100%		Mobilise Trainer Conduct training of local peer reviewers Prepare conference concept note Invite conference presentations Convene the quality assurance conference		1,295,543	
		Financial needs for academic staff enrolled in postgraduate studies met	% of annual academic funds requirements met	Amounts disbursed by NCHE as % of academic staff financial requirements	Incremental	0%	25%	50%	75%	100%	Disburse funds and monitor progress		250,000	
Two partnerships in quality assurance/ higher education planning concluded	% of targeted Memoranda of Understanding (MOUs) finalised	Extent to which 2 MOUs between NCHE and two stakeholder institutions have been concluded	Incremental	0%	30%	60%	80%	100%	Conclude MOU with the Health Professional Councils of Namibia (HPCNA) Propose an MOU with Veterinary Council of Namibia Propose an MOU with the Engineering Council of Namibia		135,000			
4. Ensure affordable access and equitable allocation of funds to public	Higher education funding strategy	Automated tuition fees model operational	% of higher education institutions submitting information for operationalising the model	The proportion of the 16 higher education institutions submitting information for the tuition fees model	Incremental	0%	15%	25%	50%	75%	Train higher education institutions on the Tuition Fees Adjustment Model Advise MHETI on tuition fees adjustment Calculate Subject Fees Publicise of the Tuition Fees Portal		65,000	Funding Framework and Higher Education Management

Strategic Objective	Project	Output	Key Performance Indicator (KPI)	KPI Definition	KIP Type	Base Line	Targets				Planned Action Steps	Budget (N\$'000)		Unit Responsible
							Q1	Q2	Q3	Q4		Dev't	Operational	
higher education		Budget recommendations adopted by MHETI	% of Budget recommendations submitted to MHETI adopted	Extent to which budget recommendations submitted to MHETI have been adopted	Incremental	0%	20%	50%	75%	85%	Estimate Global Parameters for Funding Formula Analyse public higher education institutions Medium Term Plan and Budgets (MTPB) Estimate Operational & development budget subsidies Support the approval of higher education institutions subsidies by MHETI and MoF		90,000	
		Funding proposal for higher education improvement	% of work completed in preparation of extra budgetary funding proposals	Proportion of steps in submission of a funding proposal completed	Incremental	0%	20%	40%	50%	60%	Identify potential funding sources Prepare funding proposals			
5. Enhanced organizational performance	HR Management and Development	PMS Fully Implemented	% of 2019/20 overall strategy executed	The extent to which activities in the annual plan are being attained	Incremental	0%	15%	30%	70%	85%	Publish 2017/18 annual report Prepare 2019/20 annual plan Prepare and publish 2018/19 annual report Prepare Performance Agreements for financial year 2019/20 Monitor and report on quarterly performance		11,864,000	Finance and Administration
		Staff Wellness Policy implemented	% of staff satisfaction with wellness programme	The extent to which staff members are satisfied with the wellness programme	Incremental	0%	25%	50%	75%	100%	Develop activities aimed at improving staff cohesion and interpersonal relationships Conduct team building exercise Conduct Staff satisfaction survey			
		Vacant position filled	% of funded posts filled	Proportion of positions filled out of the total 21 funded posts	Incremental	91%	91%	95%	100%		Recruit staff members			
		Staff members capacitated	% of staff training and development activities implemented as per annual staff development programme	The proportion of training and development activities implemented out of the planned total in the quarter	Incremental	0%	60%	70%	80%	85%	Compile annual staff training and development programme Monitor implementation of the staff training and development programme			
		Good corporate governance	% of Council meetings held annually	The proportion of meetings held in the year	Incremental	0%	25%	50%	75%	100%	Convene Council quarterly meetings Oversee implementation of the Council Resolutions		860,000	
	Information Communication Technology (ICT) Infrastructure	NCHE publication and marketed	% of marketing actions conducted	Proportion of marketing actions conducted	incremental	0%	25%	50%	75%	100%	Update NCHE website with NCHE content Produce corporate video production Produce print marketing materials Conduct Radio adverts			
		ICT services and equipment procured	% required ICT services and equipment procured	ICT services and equipment procured out of the total requirements	Incremental	70%	70%	80%	90%	100%	Procure ICT services (File plan & Printing equipment) Maintain and manage IT infrastructure			
		Effective Communication	% of staff satisfaction with communication strategy of the NCHE	Proportion of staff satisfied with NCHE communication strategy	Incremental	76%	80%	90%	95%	95%	Promote information sharing Ensure effective communication with external stakeholders as per Service Charter Conduct stakeholder satisfaction survey			
													515, 000	

Strategic Objective	Project	Output	Key Performance Indicator (KPI)	KPI Definition	KIP Type	Base Line	Targets				Planned Action Steps	Budget (N\$'000)		Unit Responsible
							Q1	Q2	Q3	Q4		Dev't	Operational	
		File Plan implemented	% of the File Plan implemented	The extent to which components of the File Plan implementation have been implemented	Incremental	0%	25%	60%	70%	90%	Publicise the NCHE Filing System internally Enforce internal filing and referencing in accordance with the Filing System Facilitate procurement of the filing equipment			Finance and Administration
	Financial Management	Monthly budget expenditure report	% of Expenditure report issued	Proportion of monthly financial reports issued	Incremental	0%	25%	50%	75%	100%	Produce monthly expenditure reports		325, 000	
		Budget execution in line with OAG expenditure threshold of 2%	% of financial execution	Expenditure as a proportion of annual budget	Incremental	0%	10%	25%	70%	85%	Monitor and control budget			
		2020/21 - 2022/23 MTEF Document	% of MTEF reports produced	Proportion of the 4 MTEF documents produced	Absolute	0%	0%	50%	100%		Compile and submit the following 2020/212022/23 MTEF documents to MHETI: Accountability report; Budget estimates; Audit report and Programme Descriptions			
		2017/18 and 2018/ 19 Audit Reports	% of Financial audited reports completed	Proportion of audit exercise completed	Absolute	25%	30%	50%	100%		Facilitate finalisation of NCHE 2017/18 accounts Facilitate ADB support project audit for 2018/19 and terminal Facilitate audit of 2018/ 19 accounts Enforce audit recommendations			
	Asset Management	Asset Management Register	% of Asset Register updated	Proportion of the report produced quarterly	Incremental	50%	60%	80%	90%	100%	Review the Asset register to dispose off obsolete items Register all new assets Prepare depreciation plan		920,085	
		Fleet Management Report	% of reports produced	Proportion of fleet management reports produced out of the total of 4	Incremental	0%	25%	50%	75%	100%	Conduct inspection and maintenance of vehicles Facilitate vehicle issuing, road worthiness and license renewal Prepare quarterly reports			
		Annual Procurement Plan	% of Annual procurement plan executed	Proportion of the annual procurement plan finances executed	Incremental	20%	50%	70%	85%	100%	Compile and publicise the NCHE Annual Procurement Plan Monitor and control the Procurement Plan implementation Compile quarterly reports			
		Conducive Office environment	% of staff satisfaction	Proportion of staff satisfied with stock availability and cleanliness of the office facilities	Incremental	82%	90%	92%	95%	98%	Maintain office building Monitor stock level of cleaning supplies and refreshments Adhere to cleaning schedule guidelines Conduct staff satisfaction survey			
	Capital project	NCHE House phase 2 commenced	% of phase 2A construction completed	Proportion of phase 2A construction milestones achieved	Incremental	0%	20%	50%	70%	80%	Finalise remedial activities Appoint contractor Facilitate site handover Monitor construction progress	15,100,000		
TOTAL												15,100,000	18065,628	33,165,628

BUDGETS

NCHE 2019/ 20 BUDGET BY OUTPUT

Item		Policy Reform	Private HEI Registration	Programme Accreditation	Public Lecture	Institutional Audit	HRD for Academics	National QA Capacity Development (Peer Review Training and Conference)	HR Management and Development (including salaries and training)	Financial Management	Partnerships (including Subscriptions and MOUs)	Graduate survey	Employer survey	Funding Framework	Information Communication Technology Infrastructure & Equipment	Namibia Higher Education Statistical Books	Tuition Fees Model	Asset Management	Corporate Governance	Capital project	Total
1	Accounting/ Auditing Fees	-		-	-	-	-	-	-	190,000	-	-	-	-	-	-	-	-	-	-	190,000
2	Advertising, Marketing & CSR	-		-	30,000	-	-	-	100,000	-	-	173,000	-	-	-	-	-	-	10,000	-	313,000
3	Bank Charges, VAT & Interests	-		-	-	-	-	-	-	115,000	-	-	-	-	-	-	-	-	-	-	115,000
4	Catering Services & Refreshments	-		45,000	-	5,000	-	-	-	-	-	10,000	-	-	-	-	-	-	50,000	-	110,000
5	Cleaning Materials	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	80,000	-	-	80,000
6	Computer Equipment (IT	-		-	-	-	-	-	-	-	-	-	-	-	183,000	-	-	-	-	-	183,000
7	Equipment) Consulting Services/ Honorarium	40,000	50,000	170,000	32,000	10,000	-	250,000	-	20,000	-	188,000	145,000	90,000	-	-	40,000	-	-	-	1,035,000
1	Courier & Postages	-		-	-	-	-	-	-	-	-	-	-	-	5,000	-	-	-	-	-	5,000
9	Staff Wellness	-		-	-	-	-	-	50,000	-	-	-	-	-	-	-	-	-	-	-	50,000
10	Municipality Rates & Services	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	150,000	-	-	150,000
11	Gratuity payments	-		-	-	-	-	-	500,000	-	-	-	-	-	-	-	-	-	-	-	500,000
12	Insurance	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	150,000	-	-	150,000
13	Membership Fees/ Subscriptions	-		-	-	-	-	-	4,000	-	105,000	-	-	-	-	-	-	-	-	-	109,000
14	Motor Vehicle Expenses	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	120,000	-	-	120,000
15	Office furniture & Equipment	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	135,085	-	-	135,085
16	Printing & Stationaries	-		15,000	-	-	-	-	-	-	-	-	-	-	20,000	-	-	-	-	-	35,000
17	Remuneration Expenses	-		-	-	-	-	-	10,000,000	-	-	-	-	-	-	-	-	-	-	-	10,000,000
18	Rental-Equipment	-		-	-	-	-	-	-	-	-	-	-	-	7,000	-	-	-	-	-	7,000
19	Repairs & Maintenance	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	15,000	-	-	15,000
20	Training & Development/ Tuition or	-		-	-	-	250,000	-	410,000	-	-	-	-	-	-	-	-	-	-	-	660,000
21	Registration fees Subsistence and Travelling	-		105,000	5,000	5,000	-	500,000	330,000	-	-	19,000	-	-	-	-	-	-	-	-	964,000
22	Allowance/ Accommodation Security Services & Expenses	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	270,000	-	-	270,000
23	Sitting Allowance and Retainer Fees	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	800,000	-	800,000
24	Telephone Expenses	-		20,000	-	-	-	-	-	-	-	-	-	-	300,000	-	-	-	-	-	320,000
25	Workshops and Work plan	-		15,000	35,000	-	-	400,000	150,000	-	30,000	132,300	91,700	-	-	-	25,000	-	-	-	879,000
26	Expenses/ Venues International and Domestic Travel/	-		130,000	20,000	10,000	-	145,543	240,000	-	-	-	-	-	-	-	-	-	-	-	545,543
27	Tickets Layout and Printing of Reports	-		-	30,000	-	-	-	80,000	-	-	115,000	-	-	-	100,000	-	-	-	-	325,000
28	Operational Budget	40,000	50,000	500,000	152,000	30,000	250,000	1,295,543	11,864,000	325,000	135,000	637,300	236,700	90,000	515,000	100,000	65,000	920,085	860,000	-	18,065,628
29	Phase I Construction	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000	100,000
30	Phase II Construction	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15,000,000	15,000,000
31	Capital Budget	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15,100,000	15,100,000
32	Grand Total	40,000	50,000	500,000	152,000	30,000	250,000	1,295,543	11,864,000	325,000	135,000	637,300	236,700	90,000	515,000	100,000	65,000	920,085	860,000	15,100,000	33,165,628
BANK ACCOUNTS ALLOCATION																					
33	NCHE MAIN ACCOUNT																				
33.1	Operational	40,000	50,000	100,000	152,000			400,000	914,000	325,000	135,000	388,000	201,700	90,000	515,000	100,000	65,000	920,085	860,000		5,255,785
33.2	Salary and gratuity payments								10,500,000												10,500,000
33.3	Capital budget																			15,100,000	15,100,000
																					-
34	ESTIP ACCOUNT						250,000														250,000
35	PROJECT ACCOUNT			805,543		30,000		490,000	450,000			249,300									2,024,843
36	INQAAHE												35,000								35,000
	TOTAL	40,000	50,000	905,543	152,000	30,000	250,000	890,000	11,864,000	325,000	135,000	637,300	236,700	90,000	515,000	100,000	65,000	920,085	860,000	15,100,000	33,165,628

QA & HE COORDINATION

Item		Policy Reform	Private HEI Registration	Programme Accreditation	Public Lecture	Institutional Audit	HRD for Academics	National QA Capacity Development (Peer Review Training and Conference)	HR Management and Development	Project Audit	Partnerships (including Subscriptions and MOUs)	Total
1	Accounting/ Auditing Fees									40,000		40,000
2	Advertising, Marketing & CSR				30,000							30,000
3	Bank Charges, VAT & Interests											
4	Services & Refreshments			45,000		5,000						50,000-
5	Cleaning Materials											
6	Computer Equipment (IT Equipment)											-
7	Consulting Services/ Honorarium	40,000	50,000	170,000	32,000	10,000		250,000				552,000
8	Courier & Postages											
9	Staff Wellness											
10	Municipality Rates & Services											-
11	Gratuity payments											
12	Insurance											-
13	Membership Fees/ Subscriptions										100,000	100,000
14	Motor Vehicle Expenses											100,000
15	Office furniture & Equipment											
16	Printing & Stationaries			15,000								15,000
17	Remuneration Expenses											
18	Rental-Equipment											-
19	Repairs & Maintenance											
20	Training & Development/ Tuition or Registration fees						250,000		250,000			500, 000
21	Subsistence and Travelling Allowance/ Accommodation			105,000	5,000	5,000		500,000	150,000			765,000
22	Security Services & Expenses											
23	Sitting Allowance and Retainer Fees											-
24	Telephone Expenses			20,000								20,000
25	Workshops and Work plan Expenses/ Venues			15,000	35,000		-	400,000	-	-	30,000	480,000
26	International and Domestic Travel/ Tickets			130,000	20,000	10,000		145,543	150,000			455,543
27	Layout and Printing of Reports				30,000							30,000
28	Operational Budget	40,000	50,000	500,000	152,000	30,000	250,000	1,295,543	550,000	40,000	130,000	3,037,543
29	Phase I Construction											-
30	Phase II Construction											
31	Capital Budget											-
32	Grand Total	40,000	50,000	500,000	152,000	30,000	250,000	1,295,543	550,000	40,000	130,000	3,037,543
BANK ACCOUNTS ALLOCATION												
33	NCHE MAIN ACCOUNT											
33.1	Operational	40,000	50,000	100,000	152,000			400,000	150,000	40,000	130,000	1,062,000
33.2	Salary and gratuity payments											-
33.3	Capital budget											-
												-
34	ESTIP ACCOUNT						250,000					250,000
35	PROJECT ACCOUNT			400,000		30,000		895,543	400,000			1,725,543
36	INQAAHE											-
	TOTAL	40,000	50,000	500,000	152,000	30,000	250,000	1,295,543	550,000	40,000	130,000	3,037,543

FUNDING FRAMEWORK & HEMIS UNIT

Item		HR Management and Development	Information Communication Technology Infrastructure	Financial Management	Asset Management	Corporate Governance	Capital project	Total
1	Accounting/ Auditing Fees			150,000				150,000
2	Advertising, Marketing & CSR	100,000				10,000		110,000
3	Bank Charges, VAT & Interests			115,000				115,000
4	Catering Services & Refreshments					50,000		50,000
5	Cleaning Materials				80,000			80,000
6	Computer Equipment (IT Equipment)		180,000					180,000
7	Consulting Services/ Honorarium			20,000				20,000
8	Courier & Postages		5,000					5,000
9	Staff Wellness	50,000						50,000
10	Municipality Rates & Services				150,000			150,000
11	Gratuity payments	500,000						500,000
12	Insurance				150,000			150,000
13	Membership Fees/ Subscriptions	4,000						4,000
14	Motor Vehicle Expenses				120,000			120,000
15	Office Furnitures & Equipment				135,085			135,085
16	Printing & Stationaries		20,000					20,000
17	Remuneration Expenses	10,000,000						10,000,000
18	Rental-Equipment		7,000					7,000
19	Repairs & Maintenance				15,000			15,000
20	Training & Development/ Tuition or Registration fees	70,000						70,000
21	Subsistence and Travelling Allowance/ Accommodation	30,000						30,000
22	Security Services & Expenses				270,000			270,000
23	Sitting Allowance and Retainer Fees					800,000		800,000
24	Telephone Expenses		300,000					300,000
25	Workshops and Workplan Expenses/ Venues	150,000						150,000
26	International and Domestic Travel/ Tickets							-
27	Layout and Printing of Reports	80000						80,000
28	Operational Budget	10,984,000	512,000	285,000	920,085	860,000	-	13,561,085
29	Phase I Construction						100,000	100,000
30	Phase II Construction						15,000,000	15,000,000
31	Capital Budget						15,100,000	15,100,000
32	Grand Total	10,984,000	512,000	285,000	920,085	860,000	15,100,000	28,661,085
BANK ACCOUNTS ALLOCATION								
33	NCHE MAIN ACCOUNT							
33.1	Operational		512,000	285,000	920,085	860,000		2,577,085
33.2	Salary and gratuity payments	10,984,000						10,984,000
33.3	Capital budget						15,100,000	15,100,000
								-
34	ESTIP ACCOUNT							-
35	PROJECT ACCOUNT							-
36	INQAAHE							-
	TOTAL	10,984,000	512,000	285,000	920,085	860,000	15,100,000	28,661,085

FINANCE & ADMINISTRATION UNIT

Item		Graduate survey	Employer survey	Funding Framework	Information Communication Technology Infrastructure	Partnerships (including Subscriptions and MOUs)	HR Management and Development	Namibia Higher Education Statistical book	Tuition Fees Model	Total
1	Accounting/ Auditing Fees									-
2	Advertising, Marketing & CSR	173,000								173,000
3	Bank Charges, VAT & Interests									-
4	Catering Services & Refreshments	10,000								10,000
5	Cleaning Materials									-
6	Computer Equipment (IT Equipment)				3,000					3,000
7	Consulting Services/ Honorarium	188,000	145,000	90,000					40,000	463,000
8	Courier & Postages									-
9	Staff Wellness									-
10	Municipality Rates & Services									-
11	Gratuity payments									-
12	Insurance									-
13	Membership Fees/ Subscriptions					5,000				5,000
14	Motor Vehicle Expenses									-
15	Office furniture & Equipment									-
16	Printing & Stationaries									-
17	Remuneration Expenses									-
18	Rental-Equipment									-
19	Repairs & Maintenance									-
20	Training & Development/ Tuition or Registration fees						90,000			90,000
21	Subsistence and Travelling Allowance/ Accommodation	19,000					150,000			169,000
22	Security Services & Expenses									-
23	Sitting Allowance and Retainer Fees									-
24	Telephone Expenses									-
25	Workshops and Work plan Expenses/ Venues	132,300	91,700						25,000	249,000
26	International and Domestic Travel/ Tickets						90,000			90,000
27	Layout and Printing of Reports	115,000						100,000		215,000
28	Operational Budget	637,300	236,700	90,000	3,000	5,000	330,000	100,000	65,000	1,467,000
29	Phase I Construction									
30	Phase II Construction									
31	Capital Budget									
32	Grand Total	637,300	236,700	90,000	3,000	5,000	330,000	100,000	65,000	1,467,000
BANK ACCOUNTS ALLOCATION										
33	NCHE MAIN ACCOUNT									
33.1	Operational	388,000	201,700	90,000	3,000	5,000	330,000	100,000	65,000	1,182,700
33.2	Salary and gratuity payments									-
33.3	Capital budget									-
										-
34	ESTIP ACCOUNT									-
35	PROJECT ACCOUNT	249,300								249,300
36	INQAAHE		35,000							35,000
	TOTAL	637,300	236,700	90,000	3,000	5,000	330,000	100,000	65,000	1,467,000

Definition of Key Terms

Baseline – a description of the status quo, usually statistically stated, that provides a point of comparison with future performance.

Core Values – the timeless guiding principles, deeply held beliefs within the organisation, which are demonstrated through the day-to-day behaviours of all employees. The organisation's values make an open proclamation about how it expects everyone to behave.

Key Performance Indicator (KPI) – a pre-determined signal that a specific point in a process has been reached or a result achieved. In management terms, an indicator is a variable that is used to assess the achievement of results in relation to the stated goals/objectives.

Mandate – prescribes the core service area in which an organisation has to perform. In other words, it specifies the core functions and responsibilities of an organisation towards its stakeholders.

Mission – defines the nature and core purpose of the organisation and is based on its mandate as expressed in specific legislation.

Performance Agreement – is a 'contract' of intended actions by an individual staff member in agreement with the supervisor. It focuses on objectives, outputs, targets and provides a basis for monitoring performance.

Personal Development Plan – is a supplementary part of the Performance Agreement and focuses on the staff member's development needs to be able to perform effectively in meeting objectives. It identifies the competency gaps or training needs, thereby providing a plan for training (courses) or other development interventions to be undertaken.

Project – a planned set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations.

Responsible Unit – the unit within the institutional structure that is to undertake a particular task

Strategic Objective – a specific formulation of a strategy for achieving a strategic goal. A strategic objective is normally at the sub-programme level.

Target – an agreed quantifiable performance level or change in level to be attained by a specific date and is often based on benchmarking. The target for each KPI can be expressed in different units, e.g. percentage, money, number, frequency and date.

Vision – the attractive and desirable picture of the future organisation in terms of its likely physical appearance, location, size, image, products/services/activities, customers, processes, performance, staffing, capacities, etc. Vision translates mission into something really meaningful.

Notes.....

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[illegible]

Notes.....



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EDUCATION HOUSE**

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