CASTLE CONTROL BOARD

Annual Performance Plan 2019/2020

CASTEEL
DE GOEDE HOOP
1666

defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA

N.N. MAPISA-NQAKULA
Minister of Defence and Military Veterans, MP

defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA

Castle Control Board

Annual Performance Plan (APP)

for

2019

Date of Tabling:
as determined by the 6th Administration.

Board Chairman
Lt Gen J.S. Mbuli

FOREWORD

My second year as Board Chairperson has been much more exciting if not tumultuous.

In my first meeting with the Board, I committed to build on their excellent work and support the Castle Control Board at all cost. I fully understand the role of the Castle as a Defence Endowment property within the broader context of South African society.

The Department has recently completed a multi-million-rand building upgrade of the Castle and it is critical that we not only preserve but capitalize on this investment. It also received unprecedented public and media attention during its 350th commemoration in 2016. In this regard, the Logistics Division has ringfenced R4,5 million per annum to ensure that the Castle is a pristine, well-run and maintained heritage citadel; to be relished by locals and tourists alike. It is also commissioning an Integrated Conservation management Plan that will be the blueprint for all strategic, operational and technical management decisions on the Castle.

The Board and Management is wholeheartedly committed to clean administration and good corporate governance. Using the principle of heritage enterprise risk, the Castle Control Board has a fully operational Board, strong management team, effective Audit and Risk Committee, Internal Audit function and excellent relationship with the Executive Authority and all its stakeholders.

The following strategic risks have been highlighted for attention during the upcoming months:

- The demands from various stakeholders to be included in Castle programmes leading to increased financial pressures. This requires urgent attention from the Executive Authority to ensure and sustain the organization's going concern status;
- The institutional and governance arrangements of the Castle Control Board inter alia the composition of its Board, the signing of a shareholder's agreement with the Ministry and the activating of the partnerships with other government departments;
- Marketing and promoting the Castle of Good Hope not only as a heritage-educational site but also as a highly sought-after venue open for tourism, conference and events business whilst ensuring that these two elements are well-balanced;
- The safety and security concerns of staff and visitors to the Castle; and
- Finalizing the space-allocation and sustainability of the Castle Control Board.

Details of these and other operational plans will be presented in the chapters and sections that follow.

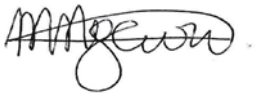
I am confident that given the levels of Ministerial, departmental, public and business support, we shall truly transform the Castle of Good Hope into a globally significant, truly accessible centre that showcases South Africa's shared heritage built on healing, nation-building and reconciliation.

LIEUTENANT GENERAL JABULANI SYDNEY MBULI
CASTLE CONTROL BOARD: CHAIRPERSON

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan (APP) –

- Was developed by the management and Castle Control Board (CCB) of Directors under the guidance of the Chairperson and Executive Director (ED)/Chief Executive Officer (CEO) of the Board namely Lt Gen J. S. Mbuli and Mr C.T. Gilfellan;
- Was prepared in line with the current DOD Strategic Plan for FY2015-FY2020.
- Accurately reflects the strategic outcomes and outputs which the CCB will endeavour to achieve, given the resources made available in the budget for the FY2019/20; and
- Performance information requirements as directed by this APP have and will be developed, managed and stored in terms of the CCB approved Organizational Performance Management System (2014).



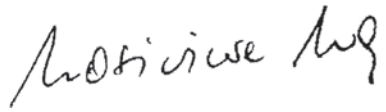
MR M. NGEWU

CHIEF FINANCIAL OFFICER

MR C.T. GILFELLAN
EXECUTIVE DIRECTOR/THE ACCOUNTING OFFICER

LT GEN J.S. MBULI
CHAIRPERSON OF THE CASTLE CONTROL BOARD

APPROVED BY:



MS N. MAPISA-NQAKULA

MINISTER OF DEFENCE AND MILITARY VETERANS, MP

Date: 27 February 2019

DECLARATION ON THE ACCURACY AND COMPLETENESS OF THE CCB APP BY THE EXECUTIVE AUTHORITY AND ACCOUNTING OFFICER

I, **Mr Calvyn Travers Gilfellan**

Executive Director and Accounting Officer of the CCB acknowledges my responsibilities for the accuracy of the performance information as contained within this APP and confirm, to the best of my knowledge and belief, the following:

- This APP has been prepared in accordance with the relevant Department of Defence (DOD) guidelines and frameworks that give substance to the policy direction provided by the Ministry of Defence and Military Veterans (MOD&MV), Secretary for Defence (Sec Def) and Chief of the South African Defence Force (C SANDF) as applicable.
- The information furnished in this APP for FY2019/20 – FY2021/22 is true and correct in every respect.
- This APP is free from any omissions.
- The necessary auditable records to support this declaration shall be made available for audit purposes.
- My draft FY2019/20 Performance Agreement (PA) as the CEO and Accounting Officer is herewith attached and is fully aligned with the content/performance information as contained within this APP (Appendix A).
- The performance information contained within this APP has and will be developed, managed and stored in terms of the CCB's approved Performance Management System (2014).

I further declare that I fully understand the implications of this declaration.

Signed at Cape Town this the 24th day of February 2019.

MR C.T. GILFELLAN: EXECUTIVE DIRECTOR/ACCOUNTING OFFICER

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AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
BBBEE	Broad Based Black Economic Empowerment
CATHSSETA	Culture, Arts, Tourism, Hospitality & Sport Sector Education and Training Authority
CCB	Castle Control Board
CFO	Chief Financial Officer
CGH	Castle of Good Hope
CMA	Castle Management Act
C SANDF	Chief of the South African National Defence Force
CoP	Conference of the Parties
DIMS	Department for Integrated Management Services
DOD	Department of Defence
DMV	Department of Military Veterans
ETA	Education and Training Authority
ED/CEO	Executive Director/Chief Executive Officer
EPW	Expanded Public Works
FY	Financial Year
FOSAD	Forum for South African Director Generals Action Plan
HWC	Heritage Western Cape
ICMP	Integrated Conservation Management Plan
IPAP	Industrial Policy Action Plan
LED	Light-emitting Diode
LT GEN	Lieutenant General
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MOD&MV	Ministry of Defence and Military Veterans
NDP	National Development Plan Vision 2030
NDPW	National Department of Public Works
NGP	New Growth Path
PFMA	Public Finance Management Act
SAHRA	South African Heritage Resources Agency
SEC DEF	Secretary of Defence
SCM	Supply Chain Management
SAPS	South African Police Service
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprises
SONA	State of the Nation Address
NTR	National Treasury Regulations
WESGRO	Western Cape Tourism and Investment Organization
UNESCO	United Nations Educational, Scientific and Cultural Organization

PART A: STRATEGIC OVERVIEW

CCB 2019 Updated Situational Analysis

The Castle Management Act, Act 207 of 1993, (CMA) stipulates specific Outcomes to be achieved. These outcomes form a set of strategic outputs which all planning and operations are based on, and are as follows:

- To preserve and protect the military and cultural heritage of the Castle of Good Hope (CGH);
- To optimise the tourism potential of the CGH; and
- To optimise accessibility to the CGH by the public.

As a heritage site protected in terms of the National Heritage Resources Act, Act No 25 of 2000, the Strategic Outcomes must also include:

- Promotion, development and interpretation of the CGH as a place of education and learning;
- Development of the capacity of the CGH to promote understanding, reconciliation and nation-building; and
- Agreement with the DOD in terms of the management of the CGH as a defence endowment property.

External Environment

The CCB is responsible for the overall management, maintenance and promotion of the CGH as a heritage site and tourism attraction. In terms of this legislative mandate, the organisation is expected to provide a range of public services and goods on behalf of the DOD to local community members, tourists, learners, students, conservation agencies, exhibitors, performers, cultural organisations, traditional authorities, filming companies, event-organisers, military institutions and the like.

The CCB has signed Memoranda of Agreements with various likeminded institutions, including the Department of Military Veterans (DMV) in 2014. Three projects, namely the transformation of a room into a memorialisation centre (completed in 2016), a military veteran skills training initiative (initiated in 2016 but temporarily delayed) and the employment of military veterans on the CGH site (ongoing) have kick-started this cooperation agreement and pave the way for more to come. Similar initiatives will be undertaken with the Canon Association of South Africa, CONTRALESA Western Cape, the Nantes Castle (France), the PANSALB, Khoi-San Legislative Council Western Cape and other likeminded heritage and cultural organisations.

The responsible commercialisation of the CGH as a heritage site requires proper environmental impact assessments, pursuance of international best practice standards and logic. This will ensure the integrity and authenticity of South Africa's oldest functional architectural structure. A fully-fledged Integrated Conservation Management Plan is both a statutory requirement and an operational imperative to have. The procurement that is needed for the development of this plan has been done and work shall be completed in the 2019/20 FY. The CCB is also part of an interdepartmental heritage oversight committee consisting of the Department of Defence (DOD), the National Department of Public Works (NDPW) and Heritage Western Cape (HWC). The crux of this committee's mandate is to see to it that the newly renovated CGH is utilised in a manner that doesn't compromise its overall integrity.

The international and national media interest generated over the past few years has invigorated public interest in the site. Although mostly positive and cooperative, the CCB also receives negative attention from interest groups claiming that the CGH is theirs. In this regard, we do make it our duty to engage and consult as widely as possible to ensure that the CGH does appeal to all South Africans. An active media engagement strategy, stakeholder sessions and good communication is key to our success.

Internal Environment

The ability of the CCB to deliver its full range of services to the public is also dependent on close collaboration with the MOD&MV and other line-/support departments and institutions as well as external experts. Therefore, the Board has strengthened its established relationships with key DOD/MV divisions such as the Defence Policy, Strategy & Planning, the Defence Legal Services and the Office of the Minister's and Deputy Minister's Chiefs of Staff. The CGH played a major role in supporting efforts by the tourism, conservation and education industries to deliver to the public.

As a bastion of heritage, the CGH also played an important role in major military as well as cultural events, in close collaboration with stakeholders including, but not limited to the Parliament of South Africa, NDPW, South African Heritage Resources Agency (SAHRA), and IZIKO Museums of South Africa, Cape Town Heritage Trust and the City of Cape Town. This is not always going smoothly because the CCB's mandate and progressive modus operandi often contradicts the more conservative curatorial philosophies and approaches of our partners. The MOD&MV must deal with this issue as a matter of priority as a fragmented heritage management model for the CGH is not only strategically and operationally challenging, but makes no economic sense for the state.

Given the international significance of the CGH, the organisation actively reaches out and involves the Dutch, British and other Consulates in some of its major activities. These activities will increase during the 2018 MTEF.

The increased awareness of the CGH and positioning of the CGH as a place for reflection, healing and nation-building placed a greater responsibility on the CCB to ensure that we manage these demands in a responsible and sensitive way. Because the CCB does not control the entire precinct, all CGH stakeholders, staff as well as the other on-site organisations involved, need to become part of this environmental change because the CCB ultimately deals with any potential fall-out or public outcry.

The CCB is confident that the CGH Management Team will strategically manage these priorities under the programmes discussed later in the CCB APP for 2018.

Table 1: Environmental Analysis Aspects

Serial No	EA Aspect/Discussion	Impact on CCB
1	Economic situation in South Africa	The current economic situation in South Africa (soaring fuel prices, decrease in discretionary income, high unemployment rates, inequality), impact on the Castle's main sources of income – tourism. Paying visitor numbers to the Castle of Good Hope have decreased by 15% between 2017/18 and first three quarters of2018/19. However, the provincial tourism board expects the visitors to the country to increase by 3% from the last quarter of 2018/19. The recent drought in the Cape did not significantly impact on the visitor number owing to the water measures the government implemented in the province. However, the drought affected the look and feel of the site, thereby decreasing the number of high-profile, revenue generating events. The events and filming industry have experienced a significant decrease in demand. Filming decreased by more than 80%, this is attributed to establishment of a fully equipped Film Studio at the Good Hope Centre, adjacent to the CGH. Thus, the CGH attracts film companies that are specifically attracted to the architecture of the site. The more stringent health and safety regulations instituted by the City of Cape Town poses a threat to the hosting of events at the CGH in general. Events have decreased by 10% between 2017/18and the first three quarters of 2018/19. All of these negatively impact on the income of the entity. The Ministry should seriously consider availing some form of operational support to the entity to ensure long term sustainability of the CGH as a heritage and cultural tourism and events destination . National Tourism bodies envisage that the relaxed visa regulations will improve visitor numbers to the country in general.
2	The responsible commercialisation of the CGH as a heritage site requires circumspection and proper Environmental Impact Assessments. This will ensure the integrity and authenticity of South Africa's oldest functional architectural structure. A fully-fledged Integrated Conservation Management Plan is both a statutory requirement and an operational imperative.	The Responsible Commercialisation Study has been completed and the DOD-funded Integrated Conservation Management Plan (ICMP) is on its way. A committee has been established to ensure that we heed all regulatory and statutory environmental prescripts.
3	The increased focus on the CGH also attracts unsavoury attention, compromising the safety and security of visitors and staff.	Besides creating the general awareness of safety and security issues, the SANDF, South African Police Service (SAPS) and the City Centre Improvement District must work in collaboration to deal with security breaches in and around the CGH. A process to erect a fence in perimeter areas susceptible to vandalism has been started by the DOD.

Serial No	EA Aspect/Discussion	Impact on CCB
4	Sound corporate governance, policy weaknesses and procurement matters.	The CCB has appointed Heritage, Events and Tourism Managers and for the first time in its history, it is sufficiently resourced to deal with its full mandate. The entire staff complement will be trained to ensure that good corporate governance becomes an integral part of the organisational culture.
5	The demands of opening the CGH to all the citizens of South Africa, and those sectors of society that felt alienated from this heritage site up to now.	The increased awareness of the CGH and positioning of the CGH as a place for reflection, healing and nation-building places a greater responsibility on the CCB to ensure that we can deal with these demands in a responsible and sensitive way. Because the CCB doesn't control the entire precinct, all CGH stakeholders, staff as well as the Departments involved, need to support this environmental change, because the CCB will have to deal with any potential fall-out.
6	Contribution to reduce youth unemployment and the contribution to government's internship programme.	The entity runs a successful youth employment programme wherein unemployed youth, predominantly from previously disadvantaged areas, are offered short-term employment opportunities to assist with general duties during events. In 2017/18, these individuals were also employed to assist with cleaning and garden maintenance whilst the full-time gardening services were being procured. Unfortunately, due to financial constraints the paid internship programme had to be trimmed down. The entity will now apply to Services' SETA to find resources for an expanded internship programme. The entity is also working very closely with Cape Peninsula University of Technology in hosting interns sponsored by 3rd parties.
7	Good governance to reduce audit findings.	Whilst the CCB received two consecutive clean audit outcomes, it remains vigilant around the list of audit findings that still find their way into the AGSA's management letter. With the assistance of Internal Audit, the CCB is determined to reduce and later eliminate all audit findings.
8	Research and Development provided by CGH	With financial assistance from the Logistics Division, the entity is now completing its first ever Integrated Conservation Management Plan. The gaps in this plan, will serve as the agenda for future research. The entity will approach domestic and overseas funding partners to roll-out a relevant, progressive research programme involving universities, schools and private institutions.
9	Payment of legitimate invoices within 30 days, as determined by the Government.	The entity is small and most of the service providers are paid within the 30-day sets target. However, the entity will beef up its finance section to ensure complete compliance.

Performance Delivery Environment

The ability of the CCB to deliver optimally is dependent on close collaboration with the MOD&MV and other line-/support departments, institutions, partners, user communities as well as service providers.

In this regard the ring-fenced R4,5 million annual allocation for repairs and maintenance from the Logistics Division of the DOD is a huge contribution to delivering the CCB mandate.

As a heritage tourism site, the CGH supports the economic objectives articulated in the National Development Plan. The site is already supporting 89 direct employment posts, another 300 temporary opportunities associated with events and runs a very successful internship and learner ship programme offering opportunities to at least 30 youth annually.

In Table 2 below, the CCB's performance delivery environment is summarised:

Table 2: Updated Performance Delivery Environment of the CCB

Serial No	EA Aspect/Discussion	Linkage with CCB Strategy Map	Adjusted/New APP Performance Indicators as informed by Environmental Analysis	Adjusted/New APP Performance Target as informed by Environmental Analysis
1	To enhance public understanding and support to the CGH, innovative approaches are required	D3: Deliver a range of public programmes with SA schools, cultural groups and special community groups	Number of student interns hosted at the CGH per annum	Will decrease from 15 in FY2018/19 to 12 in FY2019/20
2	The tourism section of the CGH has been unexploited. To drive sustainability, tourism activities need to be enhanced.	D4: Delivery of a comprehensive offering of visitor services and experiences	Annual increase in the number of tangible heritage projects implemented at the CGH	Will decrease from 3 in FY2018/19 to 2 in FY 2019/20

Constitutional and Legislative Mandates

The Board has identified shortfalls in the Castle Management Act (No 207 of 1993), but fully acknowledges that process to drive the legislative review which shall be undertaken by the DOD Directorate Legal Advice. The Board has engaged the said Directorate and the latter concluded that the Act requires to be re-written. This process will unfold in the FY2019/20. The amendment will address the current dual ownership of the CGH and way in which the Board is constituted (See Annexure B).

The CCB is mandated in terms of the Constitution of the Republic of South Africa, Act 108 of 1996. The following legislations form the basis of the CGH legal mandate: The mandate of the CCB is derived from the Castle Management Act (No 207 of 1993) which requires it to preserve and protect the military and cultural heritage of the CGH, to optimise its tourism potential, and to optimise accessibility of the CGH by the public. The Defence Endowment Property and Account Act (1922) and the National Heritage Resources Act (1999) also cover certain aspects of the mandate:

Table 3: Legislative Mandates of the CCB

Serial No	Legislation/Other Mandate Description	Key Responsibilities Imposed by Legislative Mandate	Linkage with CCB Strategy Map (Figure 4)
1	Castle Management Act, Act No. 207 of 1993	CCB to govern and manage the CGH on behalf of the Minister of Defence and Military Veterans	D4: Ensure Defence compliance with Regulatory Framework
2	Public Finance Management Act, Act No. 1 of 1999	Designated the CCB a public entity (Schedule 3A)	D4: Ensure Defence compliance with Regulatory Framework
3	Defence Endowment Property and Account Act, Act No. 33 of 1922	The CGH, as defence endowment property, was transferred to the 'defence organisations' for the exclusive use by and benefit of the SANDF and DOD&MV	D1: Conduct ordered deference commitments in accordance with government policy and strategy
4	National Heritage Resources Act, Act No. 25 of 1999	The CGH is a declared national heritage site and should be managed within the legislative framework	F3: Undertake Defence Research and Development

Policy Mandates

There are three related policy mandates that will guide the CCB during the development and implementation of the Tourism Marketing and Commercialisation strategy for the FY2019/20:

Table 4: Policy Mandates

Serial No	Revised Policy Mandate/s	Key Output	Activities	Linkage with CCB Strategy Map (Figure 3)
1	The National Tourism Bill (2012)	Regulates all matters pertaining to the South African tourism industry	CGH receives 165 000 visitors per annum and all legal aspects pertaining to the management of this visitor base will be adhered to at the CCB	*D2, P1, R3
2	National Heritage and Cultural Tourism Strategy (2012)	This policy provides guidelines and strategies to unlock the potential of SA's largely untapped cultural tourism sector	As one of SA's primary cultural sites, the policy guidelines of the Strategy will be applied at the CCB	*D2, P1, R3
3	National Development Plan Vision 2030 (2011)	This plan is the country's development blue print for the next 15 years	The CCB will align all its strategic imperatives and programmatic activities to support the outcome targets as per chapters 3, 7 and 15 of the plan.	*D2, P1, R3

*D2 – "Deliver a series of public events to promote understanding" (Output Deliverable)
*P1 – "Effective and efficient systems of internal control" (Internal Process)
*R3 – "Implementing a revenue generation plan" (Resources Management)

Pending Court Rulings

There was one (1) pending court case at the time of the FY2019/20 tabling.

Plaintiff	Matter	Outcome
Afroteq	Claim for preparatory work in respect of a tender awarded to train Military Veterans at the Castle of Good Hope as per a DMV/CCB agreement.	Settled matter out of court in May 2018 with penalties of R220 000,00 paid by CCB.

Vision

The CGH shall be a globally significant, truly accessible centre of excellence that showcases South Africa's shared heritage.

Mission

The CCB is a service-orientated public entity, striving to create an environment where national pride serves to:

- Build an internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition;
- Guarantee the development of a smooth functioning, self-sustaining, "must-see" iconic visitor and learner destination;
- Optimises its tourism potential and accessibility to the public; and
- Preserve and protect its cultural and military heritage by elevating it to United Nations Educational, Scientific and Cultural Organisation (UNESCO) World Heritage status

CCB Organisational Values

The CCB, in its management of the CGH, has committed to infuse its programmatic and other corporate activities with the following core values:

- Service quality and excellence;
- Operate with honesty, integrity and dignity;
- Respect for the diversity in military, cultural and social history;
- Genuine partnerships and collaborative relationships;
- Community engagement and inclusivity; and
- Fiscal responsibility, accountability, transparency and sustainability.

CCB Individual Values

The following individual values form the basis through which the individual values of CCB staff members will be pursued in support of the organisational values:

- Self-respect
- Passion
- Professionalism
- Compassion for the plight of others
- Serving with humility
- Respect for cultural diversity
- Confidence

CCB's Contribution to the National Government Imperatives

The CCB, in pursuance of its legislative mandate, actively supports the following national policy imperatives briefly discussed below. Our strategic and programmatic activities are developed to align with these national imperatives:

The National Development Plan Vision 2030 (NDP)

The approval on 11 November 2011 of the NDP is a blueprint for the country to eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities and enhancing the capability of the state and its leaders by working together to solve complex problems. The NDP and its related policies provide a national framework that will inform the contribution by national departments and public entities. Aspects relevant to the CCB and our envisaged contribution are as follows:

- **Tourism:** The NDP is clear on the strategic role of tourism as a driver for economic growth and job creation. At a national level, the National Tourism Sector Strategy will be aligned to meet up with the 2030 targets set out in the NDP. The CGH, as a premier heritage tourism destination, is part of these important debates and regularly engages with the tourism industry, government departments, donors and partners to contribute toward the NDP outcomes and targets. CCB Programme 3 deals with Tourism Management and the organisational output aligned to the NDP is *"To maximize the tourism potential of the CGH".*

- **Envisaged Reduction in Youth Unemployment:** The CCB is already running a vibrant program for youth job shadowing and internship. This initiative will be strengthened and refined over the MTEF. In this regard, the CCB is working with the Culture, Arts, Tourism, Hospitality & Sports Sector Education and Training Authority (CATHSSETA) to access some of their resources. Likewise, the NDPW Expanded Public Works Programme youth employees are enlisted to support us during high tourism season. Some of our tourism initiatives (such as the restaurant, events section and filming) are already offering 8 permanent job opportunities. The CCB's output objective in Program 4, which is aligned to the NDP, is *"Delivering a range of public programs with SA schools, cultural groups and special community groups".*

- **Strengthening the National Research and Development Capacity:** The CCB is very mindful of the historical significance of the CGH and its collections. These offer significant opportunities in the areas of education and research. The organisation has a small resource centre which it plans to expand. The CCB will establish a CCB Strategic Research capability, particularly to record, monitor and share the lessons of the multi-million-rand renovations project. In this regard, the SANDF's Regional Works Regiment has been approached to help and support. The link with the NDP is CCB Programme 2 *"Ensure the maintenance, preservation, interpretation and showcasing the history of the CGH".*

- **Fraud and Corruption:** The CCB will intensify its campaign in fighting fraud and corruption. CCB *Programme 1 refers to "Ensure clean, sound administration and good governance".* The organisation is involved in a process to review its legislation and has strengthened most of its critical internal controls to ensure a sound, corruption and crime-free organisation.

The Medium-term Strategic Framework (MTSF) 2014 – 2019[1]

Cabinet approved the MTSF on 23 July 2014. The MTSF provides 14 approved outcomes with their associated performance indicators and targets for achievement during the 2014 – 2019 MTSF. Each of the 14 MTSF outcomes is linked to a set of activities and performance targets aimed at facilitating the achievement of the specific outcome. The content of each of these MTSF outcomes formed the basis for the formulation and approval of a Delivery Agreement between an identified Cabinet member and the President of the RSA, the Minister and her Head of Department, and in the case of the CCB, the Board Chairperson.

The MTSF outcomes have informed the output deliverables of the CCB. The MTSF outcomes which the CCB will contribute to by its Legislative Mandate and inherent capabilities are as follows:

MTSF Outcome 3 "All people in South Africa are and feel safe".

Since the CGH is associated with safety and security, the CCB has used this outcome to drive its operational plans to ensure the safety of staff and tourists to the Castle. In fact, the Portfolio Committee on Defence and Militarily Veterans reminded and commended the efforts of the CCB to manage the crime and grime around the Castle entrance. Work will continue in this strategic area and all stakeholders are kept abreast of developments in this regard.

Outcomes 4 & 5: ***"A skilled and capable workforce to support an inclusive growth path"*** and ***"Decent employment through inclusive economic growth"*** are linked to the CCB Program *"To maximize the tourism potential of the CGH"* with the following outcomes set out in the CCB Strategy Map;

- D4: Deliver a complete offering of visitor services and experience;
- R1: Human resource development and adequate staffing levels;
- R3: Implement a revenue generation plan; and
- F3: Responsible commercialization drive.

MTSF Outcome 12*: "An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship"* **is** linked to CCB programs 1 & 2, namely *"Ensure clean, sound administration and good corporate governance*" and *"Ensure the maintenance, preservation, interpretation and showcasing of the history of the CGH"*. These are linked to the following Strategic Map outcomes:

- P1: Effective and efficient systems of internal control;
- P2: Sound financial control;
- P3: Research and international benchmarking; and
- R2: Integrated resource management.

1 This matter needs to be updated in terms of MTSF 2014 – 2019 when finalised by government.

The New Growth Path (NGP)

The government released the Framework of the NGP aimed at enhancing growth, job creation and equity. The principle aim of the policy is to create five million jobs by the year 2020. It identifies strategies that will enable South Africa to grow in a more equitable and inclusive manner while attaining South Africa's developmental agenda.

The CCB will endeavour to support the NGP through:

- Creating jobs by providing more opportunities to entry level personnel by strengthening the internship intake. *(Programme 2: "Ensure the maintenance, preservation, interpretation and showcasing the history of the CGH")*

- In the medium term, it is foreseen that job opportunities within the CGH will be created in the areas of craft industries, tour guiding, events management, conferences and the broader heritage and hospitality industry. The CCB has completed a Revenue Optimization Plan in FY2014/15 that is clearly demarcating the areas at the CGH lending itself to employment and income generating opportunities. *(Programme 3: "To maximize the tourism potential of the CGH")*

Industrial Policy Action Plan (IPAP)

The IPAP is contained in the vision of the NDP and forms one of the principal pillars of the NGP. The CCB will play a role and support the IPAP in Public Procurement where a White Paper on the Defence Industry and Defence Industry Strategy has been developed to guide long-term acquisition and procurement of defence equipment.

Forum for South African Director Generals Action Plan (2014-2019)

The FOSAD Action Plan (2014–2019) was adopted by government and finds expression in the DODSP 2015–2020, the CCB SP 2015–2020 and the CCB APPs and Performance Agreements of senior staff. The CCB has identified and will support the following FOSAD deliverables:

- Service Delivery Improvement Plan .
- Reduction of time to fill vacancies.
- The entity is small and most of the service providers are paid within 30 days as per set targets. However, the entity's financial position has necessitated negotiations with certain suppliers to extend payment terms beyond the set targets. The entity will fully comply when the financial position improves.
- Finalization of Disciplinary Cases.
- Reduction of Audit Findings.
- Timely submission of Strategic Plans, APPs and Annual Reports to Parliament and Chapter 9 & 10 institutions, especially referring to the submission of SMS Agreements and SMS Financial disclosures as required by legislation.

The above-mentioned elements have been articulated in all our policies and procedures and the fact that the CCB has received two consecutive clean audit opinions from the AGSA, is an indication that the FOSAD and other good corporate governance guidelines, are beginning to pay off in a big way

The State of the Nation Address (SONA 2014 to 2019)

In the State of the Nation Addresses of 14 June 2014, 11 February 2016, 9 February 2017 and 16 February 2018 and 7 February 2019 respectively, the President indicated that government has embarked on radical socio-economic transformation to address the triple challenges of poverty, inequality and unemployment.

The pronouncements that are considered in this APP for FY 2019/20 relates to:

- **Promotion of Local Procurement (2014).** In keeping with the promotion of local procurement and increasing domestic production by having the State Institutions buy 75% of goods and services from South African producers, the DOD's procurement policy will be aligned to promote local procurement by having the department to procure at least 75% of goods and services from South African producers. The CCB, a relatively small organization, has a good track record for using local producers and its score far exceeds the 75% norm, scoring 95% in the last financial year
- **Employment of Youth (2014).** Government will introduce further measures to speed up the employment of young people. The CCB has developed a database of unemployed youth in its catchment area and to date 15 young people benefits from temporary work opportunities created when the organization hosts concerts, craft markets, cultural and business events.
- **Expansion of Internship Programmes in Government (2014).** Every government department and public entity will be required to support the initiative to appoint additional interns for the transfer of skills. The CCB trained 26 interns in the FY2017/18.
- **Resourcing the Defence Mandate (2014).** "The SANDF has been a source of national pride as it participated in peacekeeping missions in the continent. This role will continue, and government is considering the resourcing of the SANDF mandate in line with recently concluded "SA Defence Review 2015". The DOD has begun planning for the implementation of the SA Defence Review 2015 for the short-, medium- and long-term within the context of available resources and the CCB shall support its endeavours. With the support and current R4,5m allocation from CLog, the CCB will continue to maintain the CGH as part of its mandate.
- **Improved Implementation of the Financial Disclosures Framework (2014) and Spending of Public Funds and reducing expenditure (2016).** Taking note that the implementation of the Financial Disclosures Framework is being improved, the CCB shall ensure that it adheres to compliance dates for the submission of SMS Financial Disclosures to external organisations.

The Ministry of Defence and Military Veterans Priorities for the FY2019/20 to FY2021/22

The evolving FY2019/20 Ministerial Priorities as contextualised in the approved DOD Strategic Plan 2015-2020 that give impetus to the execution of the Defence mandate through Ministerial direction over the short-, medium- and long-term within available resources are confirmed as follows[2]. The CCB shall endeavour to align its programmatic outputs and outcomes the MOD&MV priorities.

Defence Strategic Direction. This priority relates to ensuring the provision of Ministerial strategic direction to the DOD over the short, medium- and long-term. The following evolving End-states will, amongst others, be pursued in support of this Ministerial Priority:

- o Defence Command and Governance Accountability Relationships clarified in Policies related to the management of the CGH.
- o Strategic direction provided to guide the implementation of the SA Defence Review 2015 (Milestone 1).
- o Strategic Communication direction provided to inform the conceptualisation and roll out across all levels of command, a departmental communication intervention.

Organisational Renewal Direction. This priority relates to the directing of the renewal of the defence organisation to achieve greater efficiencies and effectiveness across the defence functions. In this regard the CCB structure has been reviewed and implemented via the Departmental Integrated Management Services directives.

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2 Deliverables per ministerial End-states, Sec Def and C SANDF Focus Areas are reflected in Annexure D.

Human Resources (HR) Renewal Direction. This priority relates to the directing of the renewal of the departmental human resource function to ensure that the personnel profile can meet both current and future defence obligations. The following evolving End-states will, amongst others, be pursued in support of this Ministerial Priority:

- Relationship established between the CGH programmes and accredited tertiary institutions for civilian and military members.

- Discipline Enhanced.

Capability Sustainment Direction. This priority relates to reviewing the Defence direction to the Defence Industry, technology development and directing Defence acquisition in line with the four milestones of the SA Defence Review 2015. The following evolving End-states will, amongst others, be pursued in support of this Ministerial Priority:

- CGH capability sustainment and renewal.

- CGH facilities maintained.

- Engagement with MOD&MV to maintain day to day repairs at the CGH

SA Defence Review 2015

The CCB is not directly affected by the SA Defence Review 2015 but given that the SANDF (whether full-time or reserve forces) will always play a role at the CGH, the SA Defence Review 2015 is considered in the planning initiatives of the CCB. The SA Defence Review 2015 provides a long-term Defence Policy and Defence Strategic Trajectory to be pursued by the country over the following four MTSF periods. The SA Defence Review 2015 as the National Defence Policy (currently under development) shall guide the Department in developing short, medium and long-term policies and plans. Given the CCB's ongoing dependence on SANDF staff, the organization shall adapt their programs as determined by elements of the SA Defence Review 2015.

Sustainable Development Goals

The Heads of States met at the United Nations Headquarters in New York from 25 to 27 September 2015 to develop the new global Sustainable Development Goals (SDGs) that will build on the current Millennium Development Goals. The SDGs is an agenda for a plan of action for people, planet, and prosperity as reflected in Figure 1. It recognises that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development. All countries and stakeholders, acting in collaborative partnership, will implement the SDGs plan.

Figure 1: Sustainable Development Goals

The 17 SDGs and 169 targets which form the SDGs demonstrate the scale and ambition of this new universal Agenda. These SDGs seek to build on the Millennium Development Goals and complete what they did not achieve. These SDG and targets will stimulate action over the next 15 years in areas of critical importance for humanity and the planet. The SDG consists of the following goals:

- Goal 1: End poverty in all its forms everywhere.
- Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.
- Goal 3: Ensure healthy lives and promote well-being for all at all ages.
- Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.
- Goal 5: Achieve gender equality and empower all women and girls.
- Goal 6: Ensure availability and sustainable management of water and sanitation for all.
- Goal 7: Ensure access to affordable, reliable, sustainable, and modern energy for all.
- Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- Goal 10: Reduce inequality within and among countries.
- Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable.
- Goal 12: Ensure sustainable consumption and production patterns.
- Goal 13: Take urgent action to combat climate change and its impacts.
- Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

- Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

- Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

- Goal 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development.

The CCB directly supports SDG numbers 4 and 8 as furthermore directed through the current 2015 – 2020 MTSF. This is achieved by CCB via the following mechanisms:

- Internship programme;
- Staff development programme; and
- Entrepreneurship opportunities for small businesses at the Castle Gift Shop, Restaurant and events.

AFRICA UNION AGENDA 2063

The AU agenda 2063, is seen as a strategic framework for the socio-economic transformation of the African continent over the next 50 years. The agenda seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. The guiding vision for Agenda 2063 is the AU vision of "An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international agenda", which are supported by the seven African Aspirations.

These priorities are envisaged as follows:

1. A prosperous Africa based on inclusive growth and sustainable development.
2. An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance.
3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law
4. A peaceful and secure Africa.
5. An Africa with a strong cultural identity, common heritage, values and ethics.
6. An Africa where development is people-driven, unleashing the potential of its women and youth.
7. Africa as a strong, united and influential global player and partner.

The CCB plans to be at the forefront of these imperatives through promotion of the Castle of Good Hope to the rest of the continent as a primary site for tourism and heritage education / preservation and promoting collaboration with similar establishments in the continent.

The CCB hosted the Swahili Language Board launch on Heritage Day in 2017 and regularly host Africa Unite Events speaking to relevant topics such as xenophobia and anti-human trafficking. There are plans to expand on these initiatives during the FY 2019/20.

Performance Delivery Environment: Challenges and Opportunities

Thus far, the CCB has operated as a relatively small, heritage management agency of the MOD&MV. This has changed in 2016. Not only did the 350th commemoration of the CGH significantly enhance the image and important role of the CCB in local, national and international heritage discourses, but the completion of the R108 million renovation of the Castle have opened a myriad of exciting opportunities and challenges briefly outlined below:

- The CGH need to be operationally managed solely by the CCB and all other entities present on or connected to the site – military and non-military - must adhere to the policies and procedures of the CCB;

- The CCB, with support of the DOD family, and with the ICMP as guideline, must be supported to holistically manage all maintenance, heritage, cultural, educational, security, health & safety, logistical, communication and other operations of the CGH;

- The CCB experience ongoing challenges with elements of the deployed SANDF reserve force units at the CGH serving as guards. Some frontline SANDF staff are not disciplined and the image they portray is detrimental for our Defence Force and country. The MOD&MV must deploy elite units or replace them with private security officers to avoid ongoing embarrassment. The Chief of Logistics is very aware of the situation and is regularly reporting to C SANDF on this matter.

- The CCB's income generation capacity and drive towards sustainability is often undermined by other organizations operating on site. The transfer of Het Bakhuys to the CCB and the overall role of IZIKO and the Officers Messes at the CGH, must be resolved during the FY 2019/20;

- To execute its full mandate, the CCB's own-generated income (R7.850 million per annum) must be augmented by the MOD&MV to address the above in a manner that will not only protect the R108 million recent investment but enhance it;

- The additional resources required has been calculated at R4.5 million p.a. and should be ring-fenced as an operational subsidy based on a tightly managed MOU; and

- In the light of the recent cost containment measures, all state entities and Departments must be strongly encouraged to use the CG H's Conference and Events facilities for government functions.

ORGANISATIONAL ENVIRONMENT TO ENSURE FULL COMPLIANCE

The CCB Structure: Governance and Oversight

In terms of the Castle Management Act (No 207 of 1993) the CGH has been placed under the juristic control of the CCB, and this Act, Legislative Mandates as described in Table 2 above as well as the CCB's Strategic Map (Figure 5), furthermore stipulates certain conditions in terms of the composition of the CCB including, but not limited to, the following:

- The CCB should comprise representatives of the various national and provincial stakeholders, those specifically referred to in the Castle Management Act (No 207 of 1993).

- The Chairperson of the CCB shall be appointed by SAHRA as a member of the Board, excluding the Officer Commanding Army Support Base Western Cape and the Executive Director who is not electable as chairperson.

- Appointment of members and alternate appointed as representatives of stakeholders shall be for a period of two (2) years, except for the Officer Commanding Army Support Base Western Cape and the Executive Director who will remain appointed members to the Board if they serve in their respective capacities in the service of such stakeholder.

- The Vice-Chairperson is to be elected by members of the Board and the Executive Director will act as Secretary to the Board.

- A quorum for a meeting comprises the Chairperson or Vice-Chairperson and at least six (6) members.

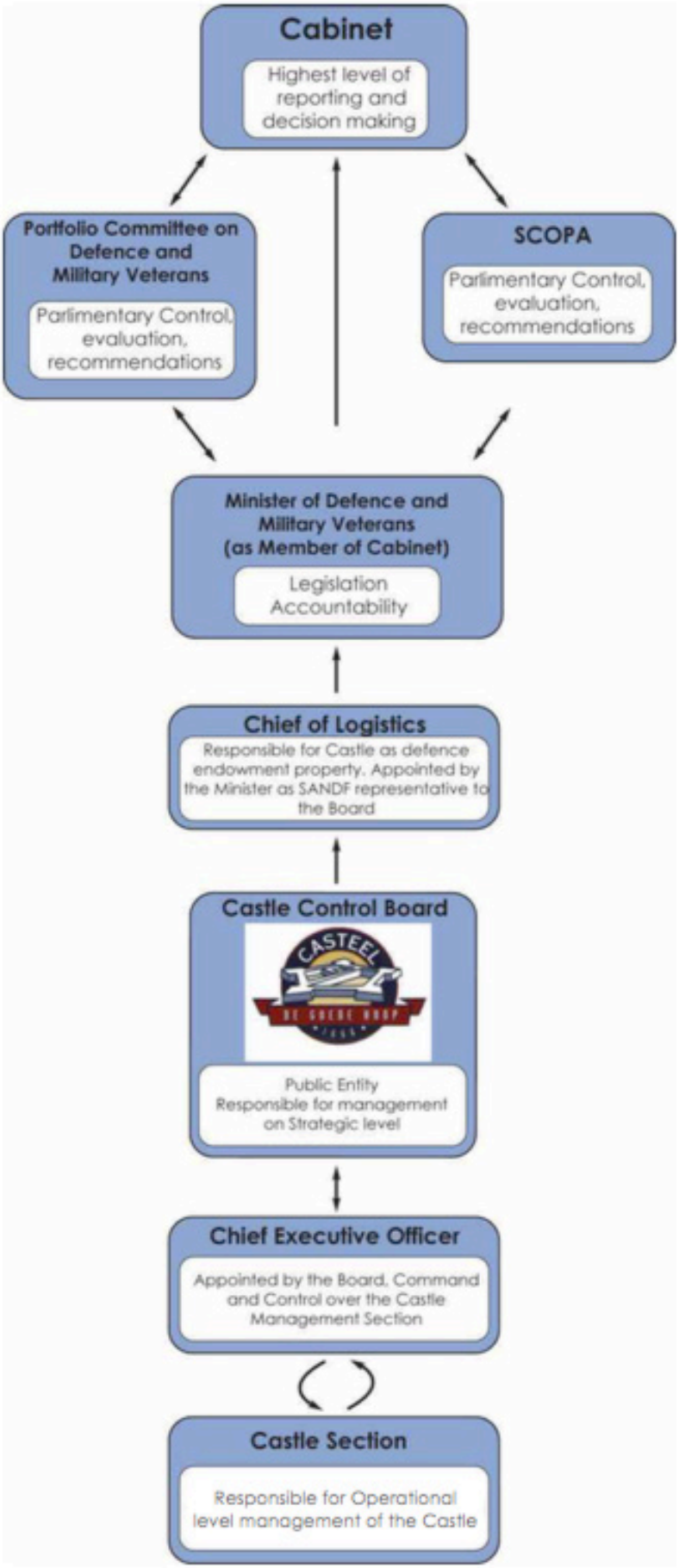
The following stakeholders are represented in the CCB:

Table 5: Composition of the Board of Directors of the CCB

Representative of Stakeholder	Member
Chairperson	Lt Gen J.S. Mbuli
Officer Commanding Army Support Base Western Cape	Col B.M. Feni
Iziko Museums of South Africa	Dr B Ndlovu
National Department of Public Works	Vacant
South African Heritage Resources Agency	Ms V. Baduza
Cape Town Regional Chamber of Commerce and Industry	Ms C. De Vries
City of Cape Town	Mr D. Hart
African Tourism Board (WESGRO)	Ms J. Lain
Two appointments by the MOD&MV	Adv. D. Mitchell Ms A. Aggenbach
Western Cape Provincial Legislature	Vacant
Executive Director/Accounting Officer	Mr C.T. Gilfellan
Chief Financial Officer	Mr M. Ngewu
Bookkeeper and Secretary of the Board	Mr D. Williams

Organisational Environment

Figure 2: The CCB Macro Organisational Structure



The CCB Structure: CGH Management Post Establishment Plan

Although the organisation has a well-structured, fully functional Board, it has a very peculiar management structure. As explained in the earlier part of this APP, this proved to be both blessing and blight in the past.

After appointing its Chief Executive Officer in April 2013 and the CFO immediately thereafter, the Board has significantly streamlined its policy and control environment by reviewing and adopting the following policies and procedures: the SCM Policy, Risk Procedure, Board Charter, Audit Committee Charter, Delegations of Authority, Fraud Prevention Policy as well as a Performance Management System. The internalisation of these policies and procedures are now underway.

The organisation has shown significant progress and because of the drive to ensure good corporate governance, it is now better positioned than ever to discharge its full mandate.

The management of the organisation is performed on an "enterprise risk management" basis i.e. the most important risks that would potentially compromise our ability to attain our strategic outcomes are articulated in a Risk Register, ranked and regularly evaluated.

Given that we also have a precinct-wide responsibility; other on-site partners are engaged in a monthly meeting where issues of communal concern are discussed. We also circulate a weekly activity schedule to ensure that all CGH inhabitants are aware of the activities on site.

The Board has approved the following top structure on 18 October 2013 but has committed to review it as the organisation executes its strategic mandate. Soon thereafter, key management positions have been filled. The CCB now has a small but powerful team of heritage, tourism and cultural professionals that is taking the management of the CGH to an international level (refer to figure 3 below).

Figure 3: CCB Management Structure

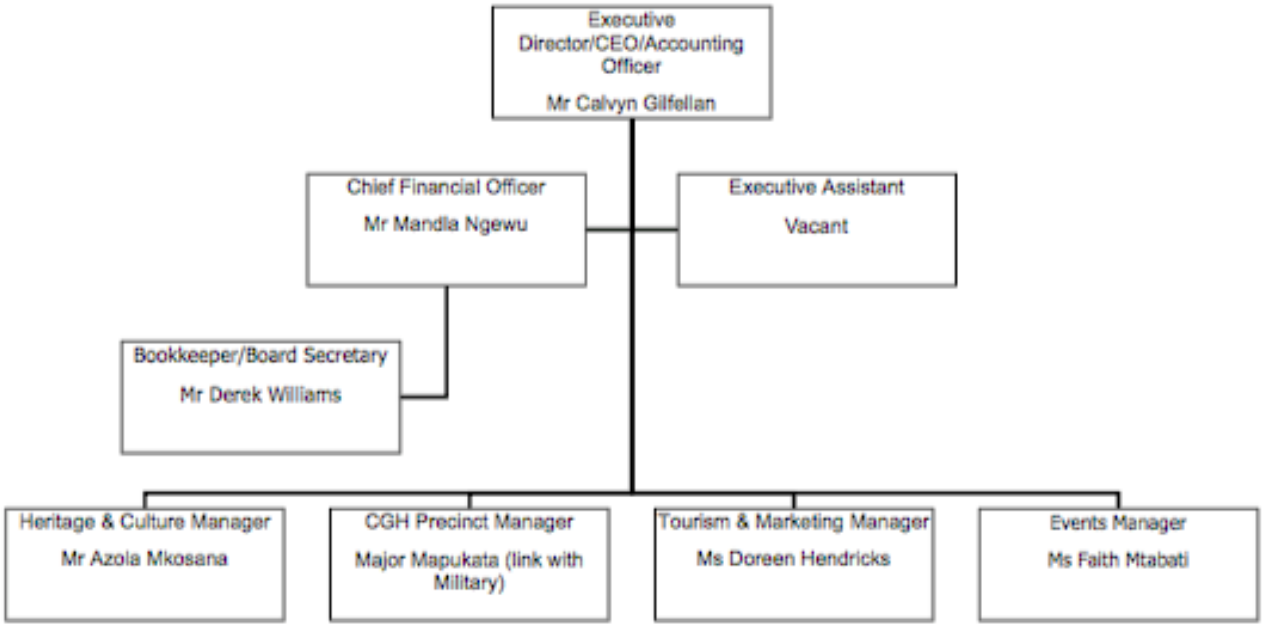


Table 6: CCB Post Establishment Plan: FY2019/20 to FY2021/22

Serial No	Post Rank Level	Current Posts	CCB Board's Intent	Planned Post Totals		
		Officers		2019/20	2020/21	2021/22
1	13	1	Executive Director was appointed on 15 April 2013	1	1	1
2	11	1	CFO was appointed on 1 April 2014	1	1	1
3	9	1	Tourism &Marketing	1	1	1
4	9	1	Events Manager	1	1	1
5	9	None	Exhibitions Manager (considering curator's departure and subject to review and approval)	-	-	-
6	9	1	Heritage Manager	1	1	1
7	9	None	Precinct Manager (subject to review and approval)	-	-	-
8	8	1	Bookkeeper (also doubling as Board Secretary)	1	1	1
9	5	2	The cashier and artist (assigned to Military Museum)	2	2	2
10	4	0	Assistant bookkeeper on a contract, part-time basis	1	1	1
11	5	4	These are the five tourist guides; Board will look at their mobility within the structure	4	5	5
12	6	0	Executive Assistant	0	1	1
13	3	3	Cleaning staff	3	3	3
TOTAL		15*		16	18	18

*Since the CCB only appoints contract staff, it is difficult to find exact Pubic Sector comparative scales. There are also short-term workers (like the 3 military veterans), casuals and interns not included in this permanent staff structure.

CCB Overview of 2019/20 Budget and Medium-Term Expenditure Framework Estimates (MTEF)

CCB Programme Budget Structure
1. **Programme 1: Administration**
2. **Programme 2: Conservation Management**
3. **Programme 3: Tourism Promotion**
4. **Programme4: Public Access**

CCB Expenditure Estimates

The following table outlines the CCB's expenditure estimates FY2019/20 to FY2021/22.

Table 7: CCB's Expenditure Estimates for FY2019/20 to FY2021/22

Programme	Expenditure Outcome		Audited	Adjusted Appropriation	Medium-term Expenditure Estimate		
R thousand	FY2015/16 (000)	FY2016/17 (000)	FY2017/18 (000)	FY2018/19 (000)	FY2019/20 (000)	FY2020/21 (000)	FY2021/22 (000)
Administration	5 412	8 029	7 565	7 061	7 485	7 971	8259
Conservation	541	238	570	525	584	623	640
Tourism Promotion	131	30	39	60	75	80	100
Public Access	1 354	1 642	279	204	215	229	244
Total	7 438	9 939	8 453	7 850	8 359	8 903	9 243
Economic Classification							
Current Payments							
Compensation of Employees	3 317	5 393	5 794	5 734	6 078	6 473	6 653
Goods and Services of which:							
Communication	86	122	117	120	127	135	140
Computer Services	17	32	141	140	148	158	160

Programme	Expenditure Outcome		Audited	Adjusted Appropriation	Medium-term Expenditure Estimate		
Consultants	270	281	40	85	90	100	180
Other Goods and Services	2 970	3 203	1 452	695	802	879	915
Inventory	-	-	-				
Maintenance Repair and Running Cost	52	99	111	106	112	119	110
Operating Leases	-	-	-	-			
Travel and Subsistence (Domestic)	120	200	120	100	106	113	115
Travel and Subsistence (International)	0	53	21	20	21	23	24
Audit Fees	453	360	534	600	610	620	657
Training & Staff Development	8	11	18	30	32	34	35
Museum expenses	57	0	14	150	159	169	172
Depreciation	88	185	91	70	74	80	82
Total expenditure on goods and services	4 121	4 546	2 659	2 116	2 281	2 430	2 590
Total	7 438	9 939	8 453	7 850	8 359	8 903	9 243

*The budget was amended in October 2017due to (1) the effect of the R4.5m Castle maintenance allocation from C Log (see attached documents), (2) the 50% increase in ticket prices implemented in mid-2017 FY, (3) the realistic articulation of our revenue budget (R6m/annum) and (4) the realistic alignment of the CCB's expenditure budget. The CCB has prior approval from NT to affect these changes in both the 2018/19 APP and ENE (see NT letter).

Expenditure Estimates for the CCB for FY2019/20 to FY2021/22 are indicated in Table 7 above.

Changes to CCB Budget Structure

There are no changes to the CCB's budget structure for the FY2019/20.

The budgeted amount per Programme are indicated in Table 8 below:

Table 8: CCB's Full-Cost of Programmes for FY2019/20– FY2021/22

Serial No	Programme	2019/20		2020/21		2021/22	
		(R'000)		(R'000)		(R'000)	
		Full Cost	Budget Amount	Full Cost	Budget Amount	Full Cost	Budget Amount
1	Administration	7 485	7 485	7 971	7 971	8 259	8 529
2	Conservation Management	584	584	623	623	640	640
3	Tourism Management	75	75	80	80	100	100
4	Public Access	215	215	229	229	244	244
5	TOTALS	8 359	8 359	8 903	8 903	9 243	9 243

Output details of additional funds that are required after all the CCB's allocated National Treasury has been reinvested and judiciously expended, are set out in Table 9 below. The Executive Authority has already given the CCB the green light to present these funding requirements through all the applicable structures including National Treasury.

Table 9: CCB's Outputs of Additional Funds Allocated for FY2019/20 to FY2021/22

Serial No	Additional Funding Requirement Description	Fin Year for which Additional Funding is allocated	Allocations (R'000)	Output /Activity Deliverables Linked to the Additional Funding
1	With the strengthening of the CCB's delivery capacity, the commercial-isation drive of the CGH and the ambitious goal to obtain UNESCO World Heritage Status for the CGH, additional surplus funding is required	FY2019/20	R4 500	Heritage maintenance, preventative facilities management, implementation of Conservation Management Plan, development of new heritage tourism products
		FY2020/21	R4 500	Heritage maintenance, preventative facilities management, development of conference and wedding facilities, refurbishing and outsourcing, completion of Military Museum exhibitions
		FY2021/22	R4 500	Heritage maintenance, preventative facilities management acquisition of heritage artefacts, development of Centre for African Colonial Studies

Relating FY2019/20 MTEF Expenditure Trends to Strategic Outcome-orientated Outputs

The spending focus of the CCB over the medium term is to capitalize on the investments of the past MTEF. The organization's capacity to maintain the upgraded building, do preventative facilities management, optimise the heritage-tourism potential and increase the accessibility of the CGH to the broader public, will be enhanced during the current MTEF:

*Programme 1 – Administration (**R7.485 million**):* The organisation will continue to deliver a comprehensive range of visitor services such as tourist literature, maps, guide books, an upgraded information centre, upgraded website, better and clearer signage, an improved security system, an outside restaurant/kiosk as well as more diverge tour options to attract more international tourists as well as local visitors. All organisational activities, programmes and strategic interventions will be linked to Outcome 12 namely ***"An efficient, effective and development-oriented public service and empowered, fair and inclusive citizenship"*.**

Since the CCB is an organisation that provides public goods and services (information, tours, publications, marketing programmes, hosting of events, etc.), the biggest spending programme is Administration. Within this programme, employment cost is the biggest expenditure driver. There are 18 people employed by the CCB.

To meet its legislative mandate, the CCB is making provision for a full-time facilities and logistics manager, a facilities management contract and a limited number of full-time maintenance personnel. Without this the 420-roomed Castle will fall in disrepair sooner than later. These have been included in the estimates for FY2019/20.

Programme 2 - Conservation Management: The second biggest expenditure item is the Preservation, Interpretation and Showcasing Programme of the CGH's Heritage which amounts to R0.584 million for the FY2019/20. The organisation plans to deliver a series of innovative public events over the medium term.

Some of the initiatives include an active marketing drive to get more South African learners and locals to visit the CGH, heritage programs and cultural workshops for all South Africa's cultural and ethnic groups, skills training workshops for Military Veterans, interactive heritage displays, expansion of museum displays and the development of the CGH Chapel as a place of worship and reflection. The organisation is also working on its bid to get the CGH listed as a World Heritage Site with the United Nations Educational, Scientific and Cultural Organisation. These initiatives will promote an understanding of the CGH as a global heritage icon to maximise its public profile and positive perception across all sectors of the community in support of Outcome 5 ***"A skilled and capable workforce to support an inclusive growth path".***

Programme 3 - Tourism Management: Although relatively low expenditure items (totalling **R75 000 and R215 000 FY2019/20**), the other two programmes (Maximising tourist potential and Increased public access) are also key to the CCB's mandate. The Tourism portfolio will be improved with the expansion of tour options, tourism products and experiences aimed at kids, better signage, display of cultural tourism products and aggressive marketing programmes.

One of the critical elements, is a big enough indoors venue. In this regard, the CCB is engaging the DOD's Log Division for the procurement of a 2500-seater marquee. This will be available for Ministerial, governmental and other corporate functions and will save the state millions in the long run. This will not only increase the organization's revenue generation capacity but cut cost and increase productivity. But the biggest advantage is the fact that it will limit damage to the renovated spaces caused by the reckless movement of equipment through the fragile venues.

Programme 4 - Public Access: Most of the expenditure goes into public events such as community workshops, outreach programmes to schools, hosting of special needs groups (such as AIDS orphans, pensioners, abused women and children, etc.), internships and youth programmes.

Revenue Generation

Unlike most of government departments and agencies, the CCB is not merely a cost centre but a significant revenue generation centre. The CCB has completed a Revenue Optimisation Plan and the implementations of the findings thereof will lead to an increase in revenue in the initial phase (2018) by at least R2.5 million per annum. The Revenue Optimisation Plan will assist in realising the full capacity of the site.

Direct revenue for the CCB (**5.823 million** in 2018) is primarily generated from ticket sales from visitors to the CGH, renting out of venues in the CGH, fees from hosting special events, with no direct financial assistance from the state.

On 16 March 2017, the CCB Board has rescinded the basis of the agreement with IZIKO (an obsolete Standard Operational Procedures document dating back to December 2008). This decision was endorsed by the EA on 30 March 2017. This drastic and much-needed action was precipitated by an AGSA audit query and the changing needs and demands of other equally important stakeholders sharing space with the CCB in the CGH precinct. It will increase the CCB's income by approximately R1 million per annum.

Revenue has increased from R 3.995million in FY 2016/17 to R 5.823 million during the FY2017/18. Although it is expected to grow at an average annual rate of 10 per cent over the medium term, the deferred impact of the extensive refurbishment programme is still felt. The latter was restricting access to attractions, and deterring film and event companies to utilize the CGH. The situation has now been normalized and the CCB is hard at work winning back clients who took their business elsewhere due to the condition of the Castle.

The CCB is highly committed to optimise the income potential of the CGH without compromising its historic and cultural integrity. In this regard, the Board, with the support of the Executive Authority, must implement a few radical interventions in respect of the renting out of space, the CGH attracting a variety of events, the rate card and the pricing of access tickets.

The tourist ticket prices to the Castle have been unchanged for the past 7 years (R30 and R15 for adults and students respectively and R5 if student is part of a school group). In the March 2017 meeting the Board decided to increase the price (R50 and R25 for adults and students respectively and R10 if a student is part of a school group) and prolong the opening hours by one hour (until 17:00). Both has been done in a manner as not to withhold poor South Africans the opportunity to visit this cultural attraction. As South Africa's oldest operating building, the industry will also be strongly discouraged to view this as a cheap space for events, conferences and exhibitions.

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

Description of the CCB Planning, Budgeting and Reporting Cycle

The public sector delivers services essential to the well-being and development of the nation. To ensure that public service delivery is as efficient and economical as possible, all government institutions are required to formulate strategic plans, allocate resources to the implementation of those plans, and monitor and report the results. Performance information is essential to focus the attention of the public and oversight bodies on whether public institutions are delivering value for money, by comparing their performance against their budgets and service delivery plans, and to alert managers to areas where corrective action is required.

Performance information also plays a growing role in budget allocations and will increasingly be used to monitor service delivery. This means the information must be accurate, appropriate and timely.

The most valuable reason for measuring performance is that ***what gets measured gets done***. If an institution like the CCB knows that its performance is being monitored, it is more likely to perform the required tasks - and to perform them well. In addition, the availability of performance information allows managers to pursue results-based management approaches, such as performance contracts, risk management, benchmarking and market testing.

Performance management is a cascading process starting with the Minister right down to the lowest level of staff. It starts with the vision, mission and strategic objectives (at all levels and hence the need for complete alignment) and flows down to the day to day activities of the organization.

The CCB is a Schedule 3(A) Public Entity of the MOD&MV. As far as performance management goes, the responsible Minister is accountable to Parliament and its Committees and should provide these institutions with full and regular reports concerning matters under her/his control. This also includes setting up appropriate performance information systems so that organizations such as the CCB can fulfil their accountability reporting responsibilities. The Minister (through her Departmental Head) should also oversee such systems to ensure that they are functioning optimally and comply with this Framework and other related standards and guidelines; for this reason the CCB Strategic Plan and APP are developed in close cooperation with the Department's officials to ensure alignment with the national Regulatory Framework and the requirements of the Planning, Monitoring and Evaluation Community of Practice (CoP) for Public Entities that was established in 2015.

The Board and the accounting officer or head official of an institution is accountable for establishing and maintaining the systems to manage performance information. Their performance agreements should reflect these responsibilities. They should be assisted by chief financial officers, and by ensuring there is appropriate capacity within the institution.

Line managers and other officials are accountable for establishing and maintaining the performance information processes and systems within their areas of responsibility. Their performance agreements shall reflect these responsibilities. A range of officials is responsible for capturing, collating and checking performance data related to their activities. The integrity of the CCB's overall performance information depends on how conscientiously these officials fulfil these responsibilities. Consequently, their performance agreements and assessments shall deal explicitly with the quality of this aspect of their work.

CCB's Strategy Map Overview

Figure 5 below provides the approved CCB Strategy Map as aligned with the DOD Strategy Map (Figure 4). The CCB deliverables, which are generally aligned to those provided in Figure 5 below, are as follows:

Figure 4: DOD Strategy Map (The "green" represents Def Sec responsibilities and the "light brown" SANDF responsibilities.

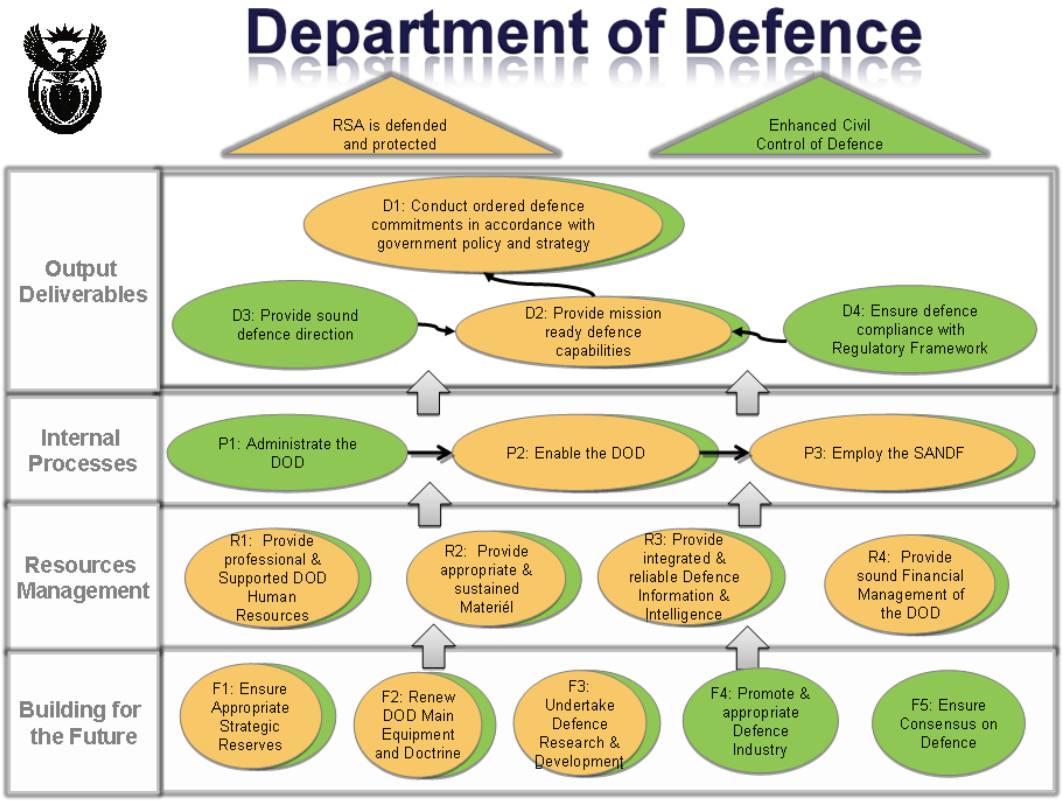
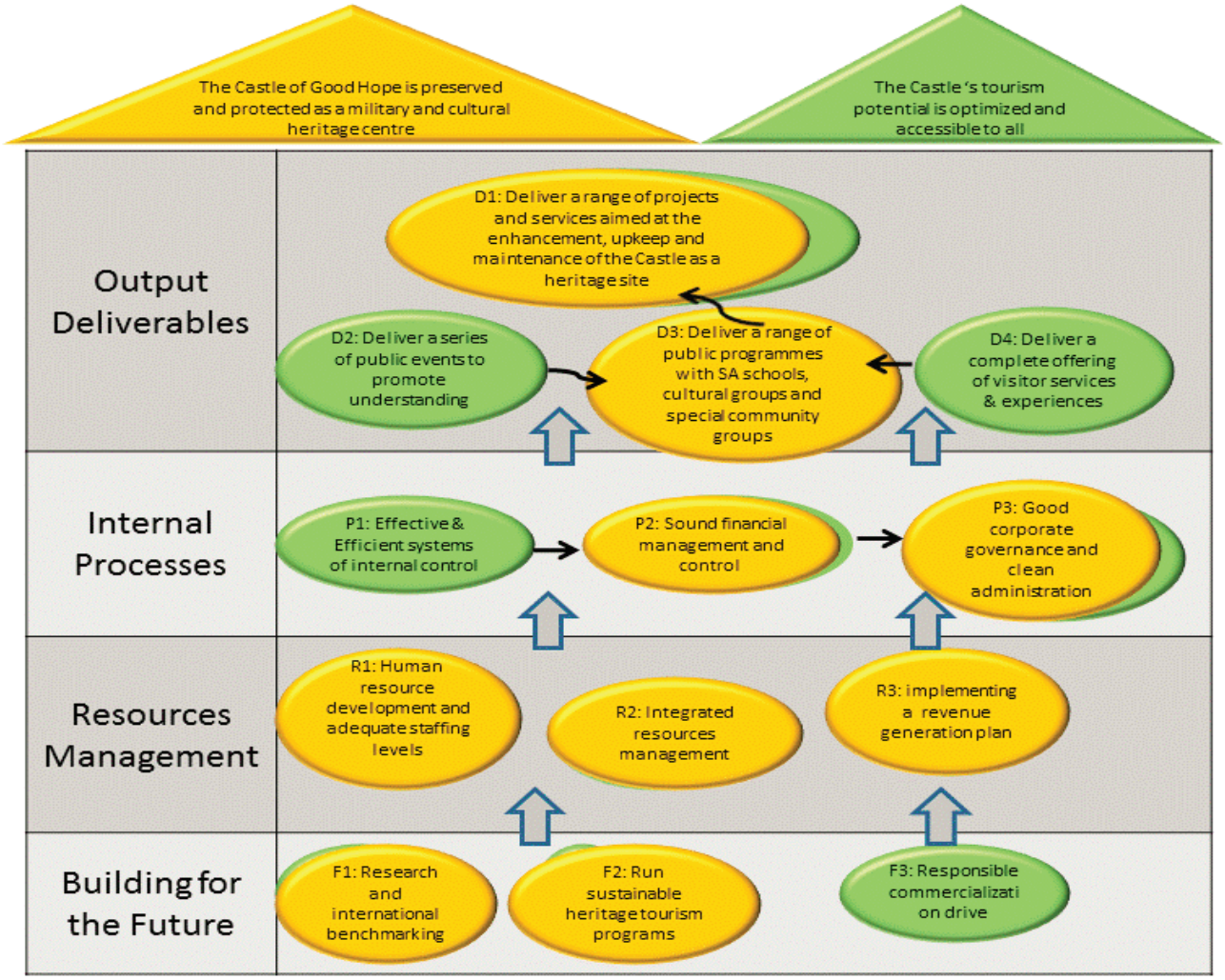


Figure 5: CCB Strategy Map



Yellow = External factors Green = Internal factors

CCB's Performance Information Aligned to CCB and DOD's Strategic Maps

The CCB, in line with the DOD, has developed its strategic outcomes and deliverables around the following government MTF priorities for 2015 – 2020. These are based on the National Development Plan (NDP) namely to

- Reduce poverty and unemployment with 50% by 2015.
- Ensure a more equitable distribution of the benefits of economic growth and reduce inequality.
- Build a nation free of all forms of racism, sexism, tribalism and xenophobia.

In the context of the CGH, the delivery of these strategic priorities will be informed by the following:

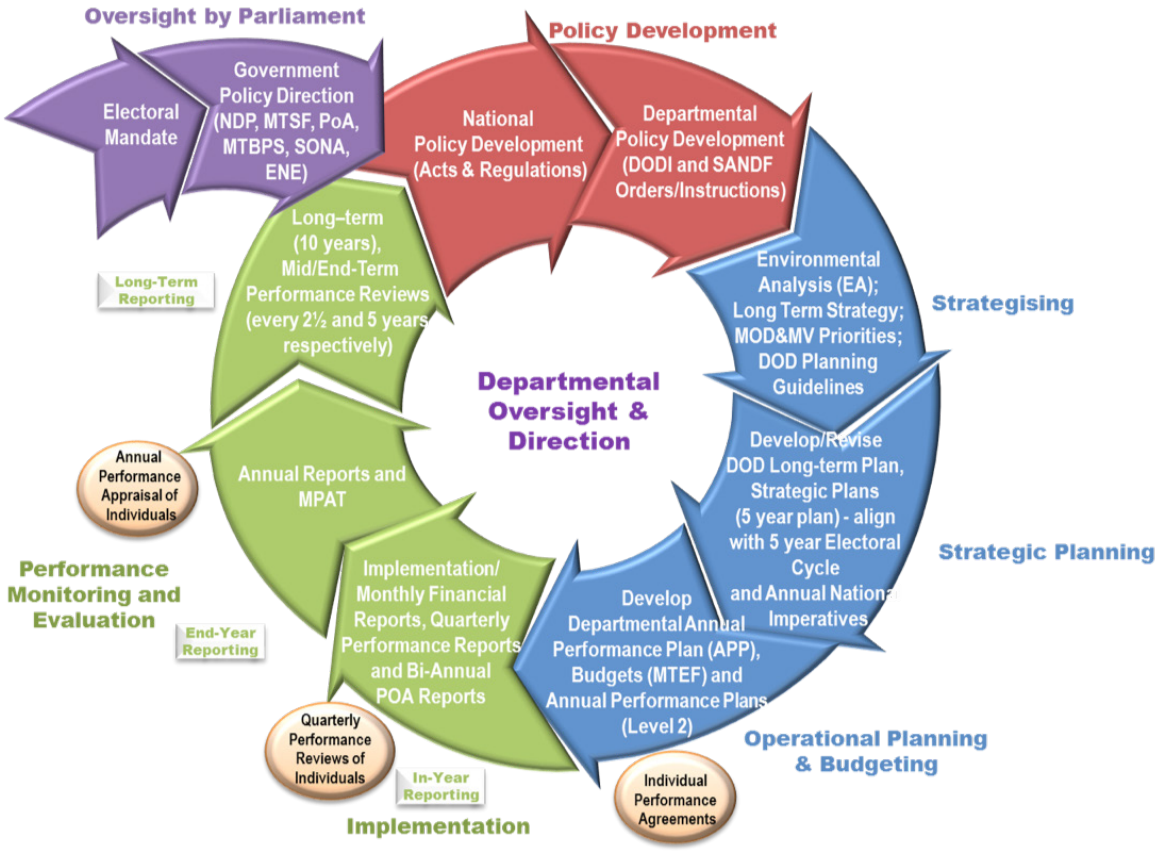
- Strategic planning, budgeting, implementation and reporting;
- Strategic resource planning and allocation;
- Assets and facilities disposal management; and
- Efficiency, efficacy and value for money.

THE CCB PLANNING, BUDGETING AND REPORTING CYCLE

The CCB ensures that its own planning, budgeting and reporting cycle are aligned with those of the DOD which are broadly outlined below:

- National Oversight and Direction
- DOD Policy Development
- DOD Strategy Development
- DOD Planning and Budget
- Implementation
- Monitoring and Evaluation

Fig 6 DOD Planning, Budgeting and Reporting Cycle



Summary of Programme Purpose, Outputs and Budgets

The following two tables summarise the CCB's programmes and outputs for the 2019 MTEF:

Table 10: Purpose, Outputs, Performance Indicators and Budget

Serial No	Programme Purpose	Programme Output/s
1	Programme 1: Administration - Ensure clean, sound administration and good corporate governance	Delivery of a significantly improved corporate governance environment as measured by the CCB's annual AGSA audit rating i.e. achievement of a clean audit report. This is in alignment with the National Regulatory Framework that guides the submission of SP, Annual Report, APP, and Quarterly Reports to the Executive Authority for tabling in Parliament.
2	Programme 2: Conservation - Ensure the maintenance, preservation, interpretation and showcasing of the history of the CGH	Delivering of an increased number of innovative museum exhibitions and other displays accessible to the public and tourists.
3	Programme 3: Tourism - Maximize the tourist potential of the CGH	Delivering of the CGH as an enhanced tourist attraction as indicated by increased visitor figures and revenue generated through tourism activities.
4	Programme 4: Pubic Access - Increased public profile and positive perception across all sectors of the community	Delivering of a set of innovative public education, research internship and other programs aimed at increasing the CGH's public profile and cultivate positive perception across all sectors of the community .

Selected Performance Indicators for FY2019/20 to FY2021/22

The CCB has selected the following performance indicators as aligned to the DOD APP for 2018 that will be tracked over the MTEF period. Performance indicators will assist to inform the final inputs to the CCB's Estimate of National Expenditure (ENE). See Table 11 for Selected CCB Performance Indicators.

Table 11: CCB Selected Performance Indicators and Annual Targets for FY2019/20 to FY2021/22

Serial No	Performance Indicator	Audited Performance		Audited	Estimated Performance	Medium-term Projections and Sources of Verification		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1	Total Gross revenue generated by the CGH per annum*	R4.9m	R4.0m	R5.823m	R7.850m	R8.358m	8.903m	R9.438m
2	Total Number of visitors attracted to the CGH per annum	154 067	155 000	160 000	165 000	170 000	175 000	180 000
3	Number of student interns hosted at the CGH per annum	26	30	30	15	12	12	12
4	Percentage compliance with the submission of the CCB Accountability Documents – Annual Performance Plan (1), Annual Report (1), Quarterly Reports (4), CEO Performance Agreement (1), Strategic Plan 2020-2025 (1)	100%	100%	100% (~~1~~ 7)	100% (7)	100% (8)	100% (7)	100% (7)
5	Payment of legitimate invoices within 30 days, as determined by the Government	98%	100%	95%	95%	100%	100%	100%

*In the ENE, this is broken down into the following categories:

- Events
- Film and fashion shoots
- Conferences and
- Gate takings

CCB's Core Outputs per Programme: Performance Indicators (Target Annual and Quarterly) and Reconciling Targets with the FY2019/20 Budget Allocation

The core programme purpose, outputs, annual targets and budgets are summarized below. Core Programme Performance Indicators are defined as this performance information is directly linked to the sustained legislative mandate of the CCB.

Programme 1: Administration

Overview

Although this programme is not explicitly stated in our legislative mandate, this is a PFMA requirement to ensure good governance and compliance with National Regulatory Framework.

Purpose

The purpose of the Administration programme is to ensure clean, sound administration and good corporate governance.

Outputs

- Delivery of excellent corporate governance through tight internal controls and world-class administration
- Delivery of sound financial management and control measures
- Delivery of good governance and clean administration
- Provide sound strategic direction through the APP
- Ensure alignment with National Regulatory Framework
- Ensure clean audits

Budget Allocation

The budget allocation to this programme is R7 485 000 for FY2019/20.

Performance Indicators and Targets (Annual and Quarterly): the following tables reflect the annual and quarterly targets for the Administration Programme.

Table 12 (a): Programme 1: Administration - Performance Indicators and Annual Targets for FY2019/20 to FY2021/22

Serial No	Output	Performance Indicator	(Link with CCB Strategy Map)	Audited/Actual Performance			Estimated Performance	Medium-term Targets		
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1.1	Delivery of excellent corporate governance through tight internal controls and world-class administration	Number of corporate governance policies approved per annum	P1, P3	5	3	0	3	4	5	4
1.2	Delivery of sound financial management and control measures	Percentage of significant prior year audit findings resolved	P2	100%	100%	100%	100%	100%	100%	100 %
1.3	Delivery of good governance and clean administration	CCB Annual Performance Plan timeously submitted to the Executive Authority	P1, P3	Tabled on 9 March 2016	Tabled 24 March 2017	100% (1)	100% (1)	100% (1)	100% (1)	100% (1)
1.4	Delivery of good governance and clean administration - Annual Performance Plan (1), Annual Report (1), Quarterly Reports (4), CEO Performance Agreement (1), Strategic Plan 2020 - 2025	CCB Annual Report timeously submitted to the Executive Authority	P1, P3	Tabled on 26 September 2018	100 % Tabled 26 September 2018	100% (1)	100% (1)	100% (1)	100% (1)	100% (1)
1.5	Delivery of good governance and clean administration - Annual Performance Plan (1), Annual Report (1), Quarterly Reports (4), CEO Performance Agreement (1), Strategic Plan 2020-2025(1)	CCB Quarterly Reports timeously submitted to the Executive Authority and National Treasury	P1, P3	Submitted by the last day of the 1st month of the new quarter	100%	100% (1)	100% (4)	100% (4)	100% (4)	100% (4)
1.6	Delivery of good governance and clean administration - Annual Performance Plan (1), Annual Report (1), Quarterly Reports (4), CEO Performance Agreement (1), Strategic Plan 2020 -2025	CCB CEO Performance Agreement timeously submitted to the Executive Authority and National Treasury	P1, P3	Submitted with the CCB Annual Performance Plan	100%	100% (1)	100% (1)	100% (1)	100% (1)	100% (1)

Serial No	Output	Performance Indicator	(Link with CCB Strategy Map)	Audited/Actual Performance			Estimated Performance	Medium-term Targets		
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1.7	Delivery of good governance and clean administration - Annual Performance Plan (1), Annual Report (1), Quarterly Reports (4), CEO Performance Agreement (1 Strategic Plan 2020-2025 (1)									
1.8	Payment of legitimate invoices within 30 days, as determined by the Government	All correct invoices paid within 30 days from date of receipt.	P1,P3	98%	100%	95%	95%	100%	100%	100%

Table 12(b):Programme1: Administration: Performance Indicators and Quarterly Targets for FY2019/20

Serial No	Outputs	Performance indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets with Sources of Verification Noted			
					1st	2nd	3rd	4th
1.1	Delivery of excellent corporate governance through tight internal controls and world-class administration	Number of corporate governance policies approved per annum	Quarterly	4	1	1	1	1
1.2	Delivery of sound financial management and control measures	Percentage of significant prior-year audit findings resolved	Annual	100%	-	-	-	100%
1.3	Delivery of good governance and clean administration	CCB Annual Performance Plan timeously submitted to the Executive Authority	Annual	100% (1)	-	-	-	100% (1)
1.4	Delivery of good governance and clean administration	CCB Annual Report timeously submitted to the Executive Authority	Annual	100% (1)	-	100% (1)	-	-
1.5	Delivery of good governance and clean administration - Annual Performance Plan (1), Annual Report (1), Quarterly Reports (4), CEO Performance Agreement (1)	CCB Quarterly Reports timeously submitted to the Executive Authority and National Treasury	Annual	100% (4)	100% (1)	100% (1)	100% (1)	100% (1)
1.6	Delivery of good governance and clean administration - Annual Performance Plan (1), Annual Report (1), Quarterly Reports (4), CEO Performance Agreement (1),Strategic Plan 2020 -2025	CCB CEO Performance Agreement timeously submitted to the Executive Authority and National Treasury	Annual	100%	-	100% (1)	-	-
1.7	Delivery of good governance and clean administration - Annual Performance Plan (1), Annual Report (1), Quarterly Reports (4), CEO Performance Agreement (1), Strategic Plan 2020 - 2025 (1)	CCB Strategic Plan 2020 – 2025 timeously submitted to the Executive Authority	Annual	100% (1)	-	-	-	100% (1)

Programme 2: Maintenance and Conservation at the CGH

Overview

This programme emanates directly from the Castle Management Act (1993) that states that the CCB is responsible for the preservation and protection of the military and cultural heritage of the CGH. Given that the property and collections belong to the MOD&MV, major renovation and refurbishment of the CGH is funded by the DOD (Log Division). However, the day to day routine and preventative maintenance and conservation is the responsibility of the CCB.

Purpose

The purpose of this programme is to ensure the maintenance, preservation, interpretation and showcasing of the history of the CGH.

Outputs

- Delivery of a range of projects and services aimed at the enhancement, upkeep and maintenance of the CGH as heritage site.
- Delivery of a comprehensive offering of visitor services and experiences.
- Delivery of a range of projects and services aimed at the enhancement, upkeep and maintenance of the CGH as heritage site.

Budget Allocation

The budget allocation to this programme is R584 000 for FY2019/20. The CCB intends to prepare a policy option for the development and Implementation of inter alia a Conservation Management Plan.

Performance Indicators and Targets (Annual and Quarterly): The following tables reflect the annual and quarterly targets for the Conservation Management Programme.

Table 13(a): Programme 2: Maintenance and Conservation of CGH- Performance Indicators and Annual Targets for FY2019/20 to FY2021/22

Serial No	Output	Performance Indicator	(Link with CCB Strategy Map)	Audited/Actual Performance			Estimated Performance	Medium-term Targets		
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
2.1	Delivery of a range of projects and services aimed at the enhancement, upkeep and maintenance of the CGH as heritage site	Number of preventative and regulation maintenance project completed	D1	100%	100%	100%	6	6	8	8
2.2	Delivery of a comprehensive offering of visitor services and experiences	Annual increase in the number of tangible heritage projects implemented at the CGH	D4	5	5	5	3	2	6	6
2.3	Delivery of a comprehensive offering of visitor services and experiences	Number of non-commercial cultural events hosted annually at the CGH	D4	10	10	10	10	10	10	10
2.4	Delivery of a comprehensive offering of visitor services and experiences	Number of exhibitions hosted annually at the CGH	D4	8	6	8	8	5	5	5

Table 13(b): Programme 2: Maintenance and Conservation of CGH: Performance Indicators and Quarterly Targets for FY2019/20

Serial No	Outputs	Performance indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets with Sources of Verification Noted			
					1st	2nd	3rd	4th
2.1	Delivery of a comprehensive offering of visitor services and experiences	Number of preventative and regulation maintenance project completed	Annually	6	1	2	2	1
2.2	Delivery of a range of projects and services aimed at the enhancement, upkeep and maintenance of the CGH as heritage site	Annual increase in the number of tangible heritage projects implemented at the CGH	Quarterly	3	1	0	1	1
2.3	Delivery of a comprehensive offering of visitor services and experiences	Number of non-commercial, cultural events hosted annually at the CGH	Quarterly	10	2	3	2	3
2.4	Delivery of a comprehensive offering of visitor services and experiences	Number of exhibitions hosted annually at the CGH	Quarterly	8	2	2	2	2

Programme 3: Maximise the tourist potential to the CGH

Overview

This programme emanates directly from the Castle Management Act (1993) that states that the CCB is responsible for the preservation and protection of the military and cultural heritage of the CGH. It is widely accepted that this is an extensive endeavour hence the provision in the CCB's mandate to generate income from this cultural tourism icon hence the legislative mandate to optimize the tourism potential of the CGH. All income generated through tourism, events and filming is ploughed back into the maintenance and enhancement of the CGH, but additional government funding is required because the market is not big enough to sustain all the conservation efforts at the citadel.

Purpose

The purpose of this programme is to optimize the tourism potential of the CGH.

Outputs

Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH.

Budget Allocation

The budget allocation to this programme is R75 000 for FY2019/20. The CCB intends to prepare a policy option for the development and implementation of inter alia a signage and interpretation system, new tourism products for kids and interactive, digital displays.

Performance Indicators and Targets (Annual and Quarterly): the following tables reflect the annual and quarterly targets for the Tourism Management Programme.

Table 14(a): Programme3: Maximising the Castle's tourism potential - Performance Indicators and Annual Targets for FY2019/20 to FY2021/22

Serial No	Output	Performance Indicator	(Link with CCB Strategy Map)	Audited/Actual Performance			Estimated Performance	Medium-term Targets		
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
3.1	Delivery of a comprehensive offering of visitor services and experiences to attract tourists and locals to the CGH	Total number of visitors attracted to the CGH per annum	D4	154 067	155 000	160 000	165 000	170 000	175 000	180 000
3.2	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH	Total gross revenue generated per annum	D4, F2	R3.8m (done without certainty of surplus funding)	R3.995m	R5.823m	R7.850m	R8.359m	R8.903m	R9.438m
3.3	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH	Number of commercial events hosted at the CGH per annum	D4, F2	New	23	25	30	30	30	30
3.4	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH	Number of film and fashion shoots accommodated at the CGH per annum	D4, F2	New	7	10	12	14	15	15
3.5	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH	Number of tourism infrastructure upgrades completed	D4, F2	New	2	3	2	2	2	1
3.6	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH	Number of Joint Marketing Initiatives undertaken per year	D4, F2	New	3	3	2	2	2	2

Table 14(b): Programme 3: Maximise the tourist potential to the CGH - Performance Indicators and Quarterly Targets for FY2019/20

Serial No	Outputs	Performance indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets with Sources of Verification Noted			
					1st	2nd	3rd	4th
3.1	Delivery of a comprehensive offering of visitor services and experiences to attract tourists and locals to the CGH	Total number of visitors per annum	Quarterly	170 000	40 000	40 000	45 000	45 000
3.2	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH	Total gross revenue generated per annum	Quarterly	R8.359m	R 1 200 000	R 1 650 000	R2 600 000	R2 909 000
3.3	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH	Number of commercial events hosted annually at the CGH	Quarterly	30	8	7	7	8
3.4	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH	Number of film and fashion shoots accommodated at the CGH per annum	Quarterly	14	3	4	4	3
3.5	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH	Number of tourism infrastructure upgrades completed	Annually	2	-	1	1	-
3.6	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH	Number of Joint Marketing Initiatives undertaken per year	Annually	2	-	1	-	1

Programme 4: Increase Public Access to the CGH

Overview

This programme emanates directly from the Castle Management Act (1993) that states that the CCB is responsible for the optimization of public access to the CGH. It is widely accepted that this is an international norm and tendency hence the Board's rallying call to *"Bring the People to the CGH and take the CGH to the People".* This is a very noble cause and the CCB management must strike a fine balance between this objective and the need to meet commercial demands. They often rely on government, corporate and public sponsorship and goodwill to realize this objective to its fullest.

Purpose

The purpose of this programme is to optimise public accessibility and to increase the CGH's public profile and positive perception across all sectors of the community.

Outputs

- Deliver a series of public innovative events aimed to promote understanding of the CGH as heritage icon

- Delivery of a range of public programmes with SA schools, cultural groups and special community groups

Budget Allocation

The budget allocation to this programme is R215 000 for FY2019/20. The CCB intends to prepare a policy option for the establishment of a programme to bring indigent learners from rural and township areas to the CGH.

Performance Indicators and Targets (Annual and Quarterly): The following tables reflect the annual and quarterly targets for the Public Access Programme.

Table 15(a): Programme 4: Increase Public Access to the CGH- Performance Indicators and Annual Targets for FY2019/20 to FY2021/22

Serial No	Output	Performance Indicator	(Link with CCB Strategy Map)	Audited/Actual Performance			Estimated Performance	Medium-term Targets		
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
4.1	Deliver a series of public innovative events aimed to promote understanding of the CGH as heritage icon	Annual number of potential visitors reached through the media	D2, F2	80m	25m	30m	60m	60m	60m	80m
4.2	Delivery of a range of public programmes with SA schools, cultural groups and special community groups	Number of student learnerships offered per annum	D3	25	30	30	15	12	12	12
4.3	Delivery of a range of public programmes with SA schools, cultural groups and special community groups	Number of heritage-educational programmes organized for women, unemployed youth, disabled and traditional communities	D3, F2	10	12	12	12	12	12	12
4.4	Delivery of a range of public programmes with SA schools, cultural groups and special community groups	Number of heritage programmes organised for Military Veterans	D3, F2	4	6	6	6	6	6	6

Table 15(b): Programme 4: Public Access - Performance Indicators and Quarterly Targets for FY2019/20

Serial No	Outputs	Performance indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets with Sources of Verification Noted			
					1st	2nd	3rd	4th
4.1	Deliver a series of public innovative events aimed to promote understanding of the CGH as heritage icon	Annual number of potential visitors reached through the media	Quarterly	60m	20m	10m	10m	20m
4.2	Delivery of a range of public programmes with SA schools, cultural groups and special community groups	Number of student leaderships offered per annum	Quarterly	12	6	2	2	2
4.3	Delivery of a range of public programmes with SA schools, cultural groups and special community groups	Number of heritage-educational programmes organized for women, unemployed youth, disabled and traditional communities	Quarterly	12	3	3	3	3
4.4	Delivery of a range of public programmes with SA schools, cultural groups and special community groups	Number of heritage programmes organized for Military Veterans	Quarterly	6	2	1	1	2

CCB Performance Information Aligned and Linked to Government Outcomes, DOD Strategy Map, CCB Strategy Map FY2019/20 and the Strategic Outcomes and 5 Year Strategic Plan Targets

The following table is illustrating how the CCB has endeavoured to link its programmatic outcomes to government outcomes in the DOD strategy map.

Table 16: CCB's Performance Aligned and Linked to Government Outcomes and DOD Strategy Map

Description of Performance Indicator	Responsibility	Five Year Strategic Plan Targets	Linkage						
			Link to DOD Strat Map	MTSF Outcome	National Development Plan	New Growth Path	Ministerial Delivery Agreement	MOD&MV Priorities	5 Yr Strategic Targets
PERFORMANCE INFORMATION LINKED TO CCB STRATEGY MAP: OUTPUTS									
CCB OUTPUT D1: DELIVER A RANGE OF PROJECTS AND SERVICES AIMED AT THE ENHANCEMENT, UPKEEP AND MAINTENANCE OF THE CGH									
Delivery of sound financial management and control measures									
1.1 Number of corporate governance policies approved per annum	CFO Office	3	P1, P3	12	Chapter 12: promoting accountability and fighting corruption	N/A	MSTF Outcome 12	N/A	N/A
1.2 Percentage of significant prior year audit findings resolved	CFO Office	100%	P1, P3	12	Chapter 12: promoting accountability and fighting corruption	N/A	MSTF Outcome 12	N/A	N/A
1.3 CCB Annual Performance Plan timeously submitted to the Executive Authority	CFO Office	100%	P1, P3	12	Chapter 12: promoting accountability and fighting corruption	N/A	MSTF Outcome 12	N/A	N/A
1.4 CCB Annual Report timeously submitted to the Executive Authority	CFO Office	100%	P1, P3	12	Chapter 12: promoting accountability and fighting corruption	N/A	MSTF Outcome 12	N/A	N/A
1.5 Percentage adherence to financial prescripts	CFO Office	100%	P1, P3	12	Chapter 12: promoting accountability and fighting corruption	N/A	MTSF Outcome 12	N/A	N/A
PERFORMANCE INFORMATION LINKED TO CCB STRATEGY MAP: OUTPUTS									
CCB OUTPUT D1: DELIVER A RANGE OF PROJECTS AND SERVICES AIMED AT THE ENHANCEMENT, UPKEEP AND MAINTENANCE OF THE CGH									
Ensure the maintenance, preservation, interpretation and showcasing of the history of the CGH		100%							
2.1 Number of preventative and regulation maintenance project completed	Precinct Manager	6	D1	11	Chapter 9 Improving education, innovation and training	N/A	MTSF Outcome 11	N/A	Goal 4 & 8
2.2 Annual increase in the number of tangible heritage projects implemented at the CGH	Heritage Manager	23	D4	11	Chapter 9 Improving education, innovation and training	N/A	MTSF Outcome 11	N/A	Goal 4 & 8

Description of Performance Indicator	Responsibility	Five Year Strategic Plan Targets	Linkage						
			Link to DOD Strat Map	MTSF Outcome	National Development Plan	New Growth Path	Ministerial Delivery Agreement	MOD&MV Priorities	5 Yr Strategic Targets
2.3 Number of non-commercial cultural events hosted annually at the CGH	Heritage Manager	47	D4	11	Chapter 9 Improving education, innovation and training	N/A	MTSF Outcome 11	N/A	Goal 4 & 8
2.4 Number of exhibitions hosted annually at the CGH	Heritage Manager	31	D1	11	Chapter 9 Improving education, innovation and training	N/A	MTSF Outcome 11	N/A	Goal 4 & 8
PERFORMANCE INFORMATION LINKED TO CCB STRATEGY MAP: OUTPUTS									
CCB OUTPUT D4: DELIVER A COMPLETE OFFERING OF VISITOR SERVICES AND EXPERIENCES									
Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH		100%							
3.1 Total number of visitors per annum	Tourism and Events Manager	867 000	D4, F2	MTSF Outcome 12	Chapter 3 Economy & Youth Employment	N/A	N/A	N/A	Goal 8
3.2 Total gross revenue generated per annum	Tourism & Events Manager	R37.6m	D4, F2	MTSF Outcome 12	Chapter 3 Economy & Youth Employment	N/A	N/A	N/A	Goal 8
3.3 Number of commercial events hosted annually at the CGH	Tourism & Events Manager	108	D4, F2	MTSF Outcome 12	Chapter 3 Economy & Youth Employment	N/A	N/A	N/A	Goal 8
3.4 Number of film shoots accommodated at the CGH per annum	Tourism & Events Manager	43	D4, F2	MTSF Outcome 12	Chapter 3 Economy & Youth Employment	N/A	N/A	N/A	Goal 8
3.5 Number of tourism infrastructure upgrades completed per annum	Tourism & Events Manager	9	D4, F2	MTSF Outcome 12	Chapter 3 Economy & Youth Employment	N/A	N/A	N/A	Goal 4 & 8
3.6 Number of Joint Marketing Initiatives undertaken per annum	Tourism & Events Manager	10	D4, F2	MTSF Outcome 12	Chapter 3 Economy & Youth Employment	N/A	N/A	N/A	Goal 4 & 8

Description of Performance Indicator	Responsibility	Five Year Strategic Plan Targets	Linkage						
			Link to DOD Strat Map	MTSF Outcome	National Development Plan	New Growth Path	Ministerial Delivery Agreement	MOD&MV Priorities	5 Yr Strategic Targets
PERFORMANCE INFORMATION LINKED TO CCB STRATEGY MAP: OUTPUTS									
CCB OUTPUT D3: DELIVER A RANGE OF PUBLIC PROGRAMMES WITH SA SCHOOLS, CULTURAL GROUPS AND SPECIAL COMMUNITY GROUPS									
Deliver a series of public innovative events aimed to promote understanding of the CGH as heritage icon		100%							
4.1 Annual number of potential visitors reached through the media	Heritage Manager	140m	D2, F2	MTSF Outcome 11	Chapter 9 Improving Education, innovation and training	N/A	N/A	N/A	Goal 4 & 8
4.2 Number of student leanerships offered per annum	Heritage Manager	135	D3	MTSF Outcome 11	Chapter 9 Improving Education, innovation and training	N/A	N/A	N/A	Goal 4
4.3 Number of heritage-educational programmes organized for women, unemployed youth, disabled and traditional communities	Heritage Manager	58	D3, F2	MTSF Outcome 11	Chapter 9 Improving Education, innovation and training	N/A	N/A	N/A	Goal 4
4.4 Number of heritage programmes organized for Military Veterans	Heritage Manager	28	D3, F2	MTSF Outcome 11	Chapter 9 Improving Education, innovation and training	N/A	N/A	N/A	Goal 4 & 8

PART C: LINKS TO OTHER PLANS

Conditional Grants

The CCB has hitherto received no provisional grants from the DOD. However, we have submitted a funding proposal in October 2015 to the value of R850 000 to develop the Integrated Conservation Management Plan of the CGH. This allocation was made in the FY 2016/17 and the plan is being developed with a planned completion date in the FY2018/19.

In addition, the CCB has engaged the DMV to jointly deliver three (3) CGH projects that will benefit military veterans, their dependants and other community members. Proposals for the development of a Heritage Centre of Memory, a Logistics Training Programme and the proper installation of the existing Miss Murphy Statue honouring military veterans, were submitted and provisionally accepted in October 2015. After many hiccups, the Centre for Memory, Healing and Learning has been completed and fully operational. An SLA has been signed with the DMV to ensure the smooth operation of this Centre. The Military Veteran Facilities Management and Logistics Training Programme was stalled due to the lack of a list of beneficiaries, budget flows and beaurocratic red-tape. This has also led to litigation by the service provider.

The CCB also acknowledges a contribution of R6.5m from the DOD Logistics Division to carry the costs for the 350 Commemoration programme at the CGH of Good Hope.

However, as the CCB is expected to discharge its full statutory mandate – the massive preventative maintenance programme of the Castle - it will require additional financial resources to augment its annual income through tourism and event revenues. A preliminary estimate is R28 million over the next MTSF period (5-years) and a full motivation has been submitted through the relevant channels.

Public Entities

This is not applicable to the CCB because we are a public entity; however, it is contemplating absorbing the CGH Military Museum Foundation (a trust) into its management structure. This change is subject to a due diligence exercise.

Organs of State

This is not applicable to the CCB.

Consultant Utilisation

Although the CCB strives to empower its own staff to fulfil specialist services, it does foresee the need for specialists in the following areas where the organisation does not carry the internal expertise such as:

- ICT maintenance services;
- E-marketing and e-commerce;
- Drafting of an Integrated Conservation Management Plan that will guide the conservation, maintenance and multiple use of the citadel; and
- Legal matters.

Table 17: CCB Consultant Utilisation for FY2019/20

Serial No	Planned Project Title	Planned Number of Consultants Required on the Project	Percentage Ownership by HDI Groups	Planned Duration Work Days	Planned Contract Value in Rand	Planned Milestones to Ensure Skills Transfer	Paragraph Reference in the Service Level Agreement in Terms of Column "f"
1	Implement-ation of CCB Commercial Plan	2	80%	40	R20 000	Enhanced tourism facility accessible for training	To be advised
2	E-marketing	1	100%	20	R35 000	Delivery of E-marketing Strategy, E-marketing techniques and M&E tools	To be advised
3	UNESCO Listing Research	3	60%	80	R800 000	Delivery of an overarching CMP, a Building Maintenance Plan, Events Management Strategy	To be advised
4	Legal Services	1	100%	15	R80 000	Advise on inputs to proposed CMA and miscellaneous legal matters	To be advised
5.	Total	7		155	R935 000		

Public/Private Partnerships (PPP)

Although the CCB has a couple of MOU's with other public entities, it is not involved in any PPP.

Risk Management

The CCB, in close cooperation with its Internal Audit Team, the Audit Committee and the AGSA, has a vibrant, organic risk management system. CCB Management has adopted an Excel-based Risk Management Tool, enabling it to quarterly evaluate and reclassify its most important strategic risks according to likelihood, severity and impact.

Table 18: Risk Management and Mitigation Actions for FY2019/20

Risk Ref No	Risk Description	Links to CCB Strategy Map	Mitigating Action
1	Inadequate financial resources inhibiting us to execute our primary mandate i.e. to conserve and promote CGH as Heritage Site.	D1	See through the legal and compliance processes to apply to Treasury for the retention of historic surpluses
2	Insufficient Human Resources capacity hampering our endeavours to fulfil our core mandates.	D2	Retrain and redeploy existing staff, recruit key staff e.g. Financial Manager in terms of an HRD Plan
3	Blurred and overlapping responsibilities regarding the overall management of the CGH precinct negatively affecting our ability to coordinate and optimise the resource base.	P3	Integrated CGH Management Plan drafted, inter-institutional management structure revived and Revenue Optimisation Plan to be finalised.
4	Compromised security in and around the CGH undermining the work of the CCB.	D1	Executive Director engages with Reserve Units, SAPS and City Improvement District to address this serious issue.
5	Lack of and adherence to a Manual of Policies and Procedures to regulate control and compliance environment undermining our ability to build win-win partnerships with the private and public sector.	D4	Newly appointed Executive Director and Chief Financial Officer are leading the initiative to ensure complete compliance
6	The compromising of the image of the Castle either through malice or abuse of its spaces and amenities	D1	Executive Director to engage stakeholders and the media.

Service Delivery Improvement Plan

The CCB is a service-orientated public entity delivering hospitality services, events support, venue hiring and information to the public and tourists alike. As such it is under constant scrutiny from a range of clients, stakeholders and service providers.

- Compliance with the PFMA requirement to pay suppliers within 30 days of receipt of a legitimate invoice. This relates to the reduction in the number of legitimate invoices not paid within 30 days.
- Improvement of the point of sales environment to facilitate ease of visitor flow at the gate.
- Implementation of visitor satisfaction surveys.
- Written responses to visitor complaints.
- The rapid finalisation of disciplinary cases through a reduction in the average time it takes the CCB to finalise disciplinary cases.
- Reduction in the number of qualified, adverse and disclaimer audit reports.
- Timeous submission of annual reports to the Department, Parliament and other stakeholders.

The CCB has adopted an Organizational and Individual Performance Management System that will see us aligning individual staff management, Board member's performances to that of the entire organization.

Table 19: CCB Service Delivery Improvement Plan for FY2019/20

Serial No.	Internal Service	Improved Service Standard	FY2019/20	FY2020/21	FY2021/22
1	Procurement	Effective, efficient and fair procurement processes	Review and update procurement process	Review and update procurement process	Review and update procurement process
			Strengthen internal capacity processes	Review and enhance procurement delegations	Develop an effective SOP
			Improve supplier's database	Pay all suppliers within 30 days	Convert to e-procurement system
2	Customer Care	Establish a complete hospitality culture at every contact point of the CGH	Develop and upgrade every touch point with visitors	Implement an intensive hospitality training programme for all staff on the CGH premises	Administer visitor satisfaction surveys and provide feedback loops

Links to the CCB Long-Term Infrastructure and other Capital Plans

The CCB will plan for an effective and efficient preventative maintenance programme to ensure that the R108 million DOD investments in the CGH upgrade is secured.

Links to the Logistics Plan for FY2019/20

There is no requirement to link with the DOD Logistics Plan.

Links with DOD ICT Plan for FY2019/20

Given the size of the CCB, rudimentary ICT services were provided by the SANDF personnel on site. However, in 2014 the CCB adopted its Marketing Plan that makes provision for e-marketing, e-business and social media, hence the development of an ICT Strategy. The organisation has now appointed a small ICT service provider that will revamp its ICT environment and driving it towards full compliance. The 2016/17 CGH renovations programme failed to adequately address connectivity and broadband, crucial elements of the responsible income improvement strategy of the CCB. The CCB has now signed a MOU with SITA to provide a bouquet of ICT services to the organization.

Links to the DOD Human Resources Plan FY2019/20

During the development and planning of the HR Policy of the CGH, the general human resources guidelines based on the five (5) steps of planning was considered. While it is the primary objective of the organisation to affirm the historically disadvantaged community, it is also critical to utilise the human resource policy as a tool to ensure the effective management of personnel with specific reference to the eighteen (18) full-time members remunerated by the CCB. It is therefore imperative for the Institution to align its human resource policy to the outcomes of National Treasury and the Castle Management Act, 1993 (Act 207 of 1993).

The CCB engage the DOD's Directorate for Integrated Management Systems (DIMS) to assist with the review and consolidation of the organogram, evaluation of key posts and aligning the post to the Public sector. The process is complete, and appointments were made during the previous financial year.

Of importance is the fact that the CCB has access to four full-time members of the SANDF seconded from the Army Support Base Western Cape. The management of this staff component is totally vested in the CCB and thus the Resource Plan of the latter is applicable.

Recognising the gap in respect of civilian staff executing the mandate, the CCB Board has taken a deliberate decision to capacitate the organisation. The HR plan promotes the economic, effective and efficient use of resources to improve the functioning of the CCB with the issued DOD&MV

Functional Guidelines for FY2019/20. Because of the size of the organisation, many of the staff is multi-skilled individuals who perform many tasks and functions. Special mention should also be made of the withdrawal of the gardening personnel of the Department of Public Works who were not only responsible for improved aesthetics, but also fulfilled a preventative maintenance function. The finalising of the CCB's Human Resource component is a key priority for 2018.

Table 20: Human Resource Plan Performance Information for FY2019/20

Serial No	Outputs	Performance Indicator	Targets and Sources of Verification		
			2019/20	2020/21	2021/22
1	An appropriate resources staff complement	One critical management post filled	1	-	-
2	Excellent day-to-day maintenance of the CGH	Appointment of temporary cleaning and maintenance staff on a rotational basis.	6	8	6

Links to the DOD Anti-Criminality Plan for FY2019/20

Although the CCB does not have an anti-criminality plan, it has a fully-fledged Fraud Prevention Policy, a key component of an Anti-Criminality Plan. The CGH is an enclosed citadel protected by full-time SANDF personnel and Reserve Regiments. The latter two are regularly informed about major leisure or corporate events which may attract criminal elements. They are also responsible for the perimeters of the CGH which is frequented by homeless people. The CCB has also installed CCTV cameras to act as a deterrent/guard for staff, other stakeholders and the broader public.

The aims and purpose of the CCB's plan is to:

- Introduce a common mechanism to guide all staff to eliminate fraud and crime;
- Introduce ways to ensure that resources are used to provide better care and quality of services;
- Ensure that any form of waste is unacceptable by all employees; and
- Make it intolerable that losses due to fraud and corruption deprive citizens from the intended benefits.

Table 21: Anti-Criminality Plan Performance Information for FY2019/20

Serial No	Outputs	Performance Indicator	Targets and Sources of Verification		
			2019/20	2020/21	2021/22
1	Awareness of fraud, corruption and other forms of corporate crimes	Number of employees introduced to policy	4 employees verified through attendance registers at workshops	8 employees verified through attendance registers at workshops	4 employees verified through attendance registers at workshops

ANNEXURE A: CEO'S DRAFT PERFORMANCE AGREEMENT FOR FY2019/20

DRAFT INDIVIDUAL PERFORMANCE CONTRACT
CALVYN TRAVERS GILFELLAN
CEO/ED
CCB

1 April 2019 – 31 March 2020

Key Result Area	Key Performance Area	Key Performance Indicators	Weight
Ensure clean, sound administration and good corporate governance	Delivery of a significantly improved corporate governance environment as measured by the CCB's annual AGSA audit rating i.e. achievement of a clean audit report.	KPI's 1.1 – 1.4 in the 2019/20 APP	25%
Ensure the maintenance, preservation, interpretation and showcasing of the history of the CGH	Delivering of an increased number of innovative museum exhibitions and other displays accessible to the public and tourists.	KPI's 2.1 – 1.3 in the 2019/20 APP	25%
Maximize the tourist potential of the CGH	Delivering of the CGH as an enhanced tourist attraction as indicated by increased visitor figures and revenue generated through tourism activities.	KPI's 3.1 – 3.4 in the 2019/20 APP	25%
Increased public profile and positive perception across all sectors of the community	Delivering of a set of innovative public education, research internship and other programs aimed at increasing the CGH's public profile and cultivate positive perception across all sectors of the community.	KPI's 4.1 – 4.3 in the 2019/20 APP	25%

CANDIDATE: CT GILFELLAN

CAPE TOWN
3 March 2019

CHAIRPERSON: LT GEN JS MBULI

CAPE TOWN
3 March 2019

MEMORANDUM 2015: CCB

AREAS INDENTIFIED IN THE CASTLE MANAGEMENT ACT (No. 207 of 1993) FOR POSSIBLE AMENDMENT

Purpose

The purpose of this memorandum is to present to the Departments of Defence and Military Veterans, areas in the current Act deemed to be inadequate and inappropriate. This will form the basis for another engagement with the DOD's Legislative Drafting Team that will take this process to its logical conclusion.

Background

The *Defence Laws Repeal and Amendment Bill* (Bill No. 7 of 2015) have been tabled at the committee stage in Parliament as a Section 75 bill (i.e. as an ordinary bill not affecting the provinces).

This bill contains two items of interest to the CCB:

(i) The removal of an age constraint for appointment as a member of the CCB, which is unconstitutional

(ii) the repeal of the Defence Endowment Property and Account Amendment Act, 1929, which (by repealing a currently-held Ministerial power) restricts and curtails the Minister's powers to deal with defence endowment properties that are not required (or are not likely to be required) for defence purposes.

Both amendments (or the amendment and the repeal) can be supported.

However, it is a pity that other anomalies and corrections in the Castle Management Act have not been given attention at the same time.

The objective of this memorandum is to set out what further changes, and amendments are needed, and why, and to motivate that some o f these should now also be included in the 2015 Defence Laws Repeal and Amendment Bill, with the Minister's support.

Suggested Changes

The further changes relate to the following areas:

- Corrections of outdated nomenclature, to introduce changes such as "MOD&MV" (for "MOD"), "SANDF" (for "SADF") and "SAHRA" (for "National Monuments Council") -- the absence of these corrections is most "un-soldier" like!

- Clarifying the CCB's role and responsibility for the whole of the CGH on a single citadel approach.

- Removing the provisions whereby the Board could be required to purchase the CGH (despite this being a prime heritage and endowment asset) and to bear the cost of building a new military headquarters – these provisions are impractical and unworkable, and inhibit the proper use of the CGH.

- Examining more closely the impact of the repeal of the Defence Endowment Property and Account Amendment Act, 1929 – a simple and effective manner is proposed as an alternative whereby the Minister (who is the CCB's executive authority) can nonetheless deal responsibly with heritage properties that fall outside of the SANDF's core business.

The following amendments and changes are set out on a theme-by-theme basis
(Each theme is independent).

1. **CONSTITUTIONAL CORRECTION**

Age not to be subject to an unconstitutional old age limit.

Section 7(f) putting an upper age limit at 70 years to be **DELETED**.

2. **CORRECTION OF DEFINITIONS AND NOMENCLATURE**

Section 1 – Definitions

- The definition of "council" should be deleted, as the National Monuments Act has been repealed. A replacement definition is not needed (this is covered under section 4(1) (g) below)

  DELETE *"council" means the council established by section 2 of the National Monuments Act, 1969 (Act No. 28 of 1969).*

- Amend definition of "Minister" to correct the designation. The reference to the Minister of National Education and to section 14(1) (k) is not required.

  AMEND *"Minister" means the "Minister of Defence and Military Veterans".*

Other corrections to be made wherever these occur in the Act:

- *"South African National Defence Force"* rather than *"South African Defence Force"*

- *"Reserve Force"* rather than *"Citizen Force"*

Corrections in the names of the institutions appointing members of the Board

- Section 4(1) (b) to be **DELETED**. The reference to OC Western Province Command is outdated. In its stead, section 4(1) (a) is to be **CHANGED** to read *"two representatives of the South African National Defence Force".*

- Section 4(1) (d) to be **AMENDED** to read *"a representative of Iziko Museums of South Africa".* The reference to the Council of the William Fehr Collection is outdated.

- Section 4(1) (g) to be **AMENDED** to read *"a representative of the South African Heritage Resources Agency".* This agency has replaced the National Monuments Council under the National Heritage Resources Act, 1999.

- Section 4(1) (i) to be **AMENDED** to read *"a representative of the South African tourism industry appointed by WESGRO".* The South African Tourism Board is no longer the appropriate entity as tourism has devolved as a provincial government competency and responsibility.

- Section 4(1) (j) to be **AMENDED** by **DELETING** the words "*after consultation with the Minister of National Education".* It is quite sufficient for the Minister of Defence & Military Veterans to make these appointments without a formally-legislated inter-ministerial consultation process.

As further changes:

- Section 4(1) (k) could be **DELETED**. This is the appointment of a representative of the Western Cape Provincial legislature, which has never worked in practice. The post has mostly been vacant or absent.

  (However, if this change cannot be entertained in a section 75 amendment bill without a provincial legislative referral, then the *status quo* for this section should be retained.)

Possibly to be considered:

- A new section 4(1) (k) (or (l)) could be **CONSIDERED FOR INSERTION** -- "*a representative of the Department of Military Veterans".*

3. **APPOINTMENT OF THE CHAIRMAN OF THE CCB AND OTHER BOARD AND GOVERNANCE MATTERS**

The chairman of the CCB has since inception been appointed by the Minister who is the Board's Executive Authority. Chairmanship of the Board is typically vested in the Chief of Logistics of the SANDF. It is untenable and inappropriate then for this position (as chairman of the Board) to be determined by the council of the South African Heritage Resources Agency (a regulatory agency that is the successor to the former National Monuments Council).

- Section 4(2) to be **DELETED** and **REPLACED** with the following

  "A chairperson shall be appointed by the Minister from the members referred to in subsection (1), except the Executive Director appointed under subsection (1)(f)."

There is no merit in permitting or requiring the appointment of alternate members.

- Section 4(3) should be **DELETED**

Because of removing the reference to alternate members and to Western Province Command, section 4(4) needs to be updated:

- Essentially Section 4(4) should be **DELETED** and **REPLACED** with:

"The appointment of members, except the Executive Director appointed under subsection (1)(f), shall take effect simultaneously with the appointment of the chairperson in terms of subsection (2), and shall be for a period of two years."

4. **CLARIFY THE CCB'S SCOPE AND OBJECTS**

The management and control of the CGH is severely hindered as the responsibility boundaries between the CCB and the SANDF (and various other CGH presences) are vague and ill-defined.

A new Section 3.2 is recommended to clarify the CCB's statutory mandate and authority, with direct accountability to the Minister and to Parliament.

- Section 3 – **Objects** is not to be amended, but simply to be renumbered as *"Section 3.1"*

This section should therefore continue to read as follows:

RENUMBERED *Section 3.1*

"The objects of the Board shall, subject to the Conditions and the Provisions of this Act, be to –

(a) Preserve and protect the military and cultural heritage of the CGH;

(b) Optimize the tourism potential of the CGH; and

(c) Maximize the accessibility to the public of the whole or any part of that part of the CGH which is not used by the South African [National] Defence Force or any part thereof."

- A new section 3.2 is recommended to clarify the ambit and scope of the CCB's responsibility and to allow the CGH to be managed as a single citadel, with an alignment of purpose rather than as a de facto "sectional" title scheme" where different parties contest with and pull against each other, evading accountability and proper oversight in the process.

INSERT *Section 3.2 "In discharging its objects under section 3.1, the Board shall be responsible for managing and controlling the whole and any part of the CGH."*

5. PROVISIONS RELATING TO THE PURCHASE OF THE CGH SHOULD BE DELETED

It is not feasible for the CCB to be required to purchase the CGH at an enhanced and idealistic price. These provisions were arguably contrary to the Defence Endowment and Property Account Act, 1922, -- they were never seriously intended but appear to have been formulated as cultural and heritage safeguard upon our transition as a single nation in 1994.

These provisions can now be removed from the statute book.

DELETE Section 14(1) (k)

DELETE Section 14(2)

DELETE Section 15(1)

DELETE Section 15(2)

DELETE Section 16

DELETE Section 17

6. ENABLING THE CCB TO ASSIST WITH OTHER DEFENCE ENDOWMENT AND HERITAGE PROPERTIES

As the Defence Endowment Property and Account Amendment Act, 1929, is to be repealed, this removes from the Minister the power granted under section 3(6) (which was introduced with the 1929 amendment) (and especially under section 3(6) (b)) of the Defence Endowment Act to deal with or dispose of any endowment property *"which is not required, and is not likely to be required, for the … South African National] Union Defence Force".*

However, it is imperative that the Minister should nonetheless have both the powers and the capacity to manage and oversee endowment and heritage properties of a military or defence nature, and especially where these do not qualify as core business for a 21st century Defence Force.

What is proposed is the insertion of a new section 3.3 under the **Objects** heading of the Castle Management Act whereby the skills, expertise and mind-set of the CCB would be available to provide structure and support to the Minister and to the SANDF, with a view to achieving a more focused and better result in heritage conservation for these properties.

This would allow the Minister and the SANDF to manage their endowment and heritage properties more effectively, and in a manner whereby the SANDF can concentrate more closely on its core business

INSERT *Section 3.3*

"In addition to its primary responsibilities under sections 3(1) and 3(2), the Board may be tasked to assume responsibility for or assist with the management and control of any other defence endowment or heritage property as the Minister may determine."

This necessitates the introduction of two further definitions in section 1:

INSERT *"defence endowment property" means any property listed in the Schedule to the Defence Endowment Property and Account Act, 1922, and includes any building or portion of a building thereon"*

INSERT *"heritage property" means any property owned or used by the South African National Defence Force, or for which the Minister is primarily responsible, which is a declared national or provincial heritage site under section 27 of the National Heritage Resources Act, 1999."*

7. AMENDING THE INTRODUCTION TO THE ACT

Finally, if the above amendments are introduced, it would be correct to amend the introduction to the Act in the following manner:

DELETE *"to provide for the purchase of the CGH by the Board"*

REPLACE WITH *"to provide for the Board rendering assistance in the management and control of any defence endowment or heritage property"*

Recommendation

It is recommended that –

A. These suggested changes be noted; and
b. The DOD's Legal Drafting Team considers them for incorporation in a comprehensive amendment to the Castle Management Act of 1993.

Submitted on behalf of the CCB

CT Gilfellan
Chief Executive Officer
August 2015

ANNEXURE C: CCB'S CASH FLOW DATA

Cash flow data	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited Outcome	Audited Outcome	Audited Outcome	Revised budget estimate	Planning Budget Estimate	Planning Budget Estimate	Planning Budget Estimate
Cash receipts from stakeholders	3 993	3 722	4 227	7 770	8 274	8 813	9 343
Sales of goods and services other than capital assets	590	397	1 249	80	85	90	95
Interest and rent on land	5 970	9 766	8 257	7 666	8 164	8 695	9 000
Cash paid to stakeholders	5 970	9 766	2 481	7 666	8 164	8 695	9 000
Current payments	3 039	5 286	5 776	5 550	5 883	6 265	6 863
Compensation of employees	2 931	4 480	2 481	2 116	2 281	2 430	2 137
Goods and services	(1 387)	-	(2 781)	184	195	208	343
Cash flow from operating activities	(180)	(281)	(170)	(161)	(171)	(182)	(190)
Cash flow from investing activities	(180)	(281)	(170)	(161)	(171)	(182)	(190)
Acquisition of property, plant, equipment & intangible assets	(1 567)	(5 930)	(2 951)	23	24	26	153
Net increase / (decrease) in cash and cash equivalents	(1 369)	(1 567)	(5 930)	217	23	24	26

ANNEXURE D: SELECTED CORPORATE GOVERNANCE TECHNICAL INDICATOR DATASHEET

PART A	INDICATOR NAME AND DESCRIPTION			
Indicator Id	CCB Governance			
Indicator Title	Percentage of significant prior-year audit findings resolved			
Datasheet Status	7_Signed			
Version Number	FY2019/20V2.1			
Indicator Design Responsibility (Owner)	CCB Executive Director (EXECUTIVE DIRECTOR)			
Date Last Reviewed	2016-02-20			
Date Registered	2013-11-21			
Purpose / Importance of the Measurement	The measure must provide feedback on all the efforts by the CCB and management to reduce the number of adverse audit findings and significantly improve its corporate governance status. The objective is to clear 100% of all significant findings.			
Description of the Indicator	The Board remains steadfast in its commitment to transform its corporate governance standing in terms of complying with all National Treasury policies and regulations and the Auditor General's (hereafter AG) key recommendations. This descriptor is using the historic AG audit findings as baseline and set itself annual targets to reduce these adverse findings to zero i.e. achieve a clean, unqualified audit scorecard.			
Comments	Indicator ownership remains with the CCB Board through its Executive Director, Mr Calvyn Gilfellan.			
Security Level of the consolidated information	Public View	Restricted	Confidential	Secret
	X			

PART B	MEASUREMENT AND CALCULATION		
Unit of Measurement	General	Percentage	Currency
	X		
Measure Direction	Above Target is Positive (RYG)	Below Target is Positive (GYR)	On Target Is Positive (RYGYR)
		X	
Method of Calculation, Assumptions and Business rules	Using the actual number of adverse audit findings of the preceding year as baseline, the Board sets itself a tough target by which this should be reduced.		
Reporting Frequency	Monthly (M)	Quarterly (Q)	Annually (A)
			X
Rollup Type	Average (AVG) – Default if the unit of measurement is Percentage	Sum (SUM) – Default if the unit of measurement is a General or Currency.	Last Reported Value(s)
		X	
Calculation Type	Non-cumulative	Cumulative	
	X		

PART C	DESIRED PERFORMANCE
Target Baseline	100%
Describe the Benchmark Value	The benchmark value is acquired by taking the last three year's adverse audit findings
Red Value Limit (Default = 15%)	15%
Amber Value Limit (Default = 7.5%)	7.5%
Green Value Limit (Default = 7.5%)	7.5%
Tolerance (Default = 15%)	15%

	History Data	Bench-mark (s)	Ordered Targets	Higher Order Policy	Specialist Opinion
Target Source	X				

PART D	SELECTION CRITERIA		
	This indicator is:		Motivation
	Relevant: Does the indicator relate logically and directly to an aspect of the institution's mandate, strategic goals and objectives?	Yes	Good, clean administration and excellent levels of corporate governance is a critical prerequisite for achieving the CCB's mandate.
	Well-defined: Does the indicator have a clear, unambiguous definition so that the data will be collected consistently, and be easy to understand and use?	Yes	
	Verifiable: Is it possible to validate the processes and systems that produce the indicator?	Yes	
	Cost-effective: Does the usefulness of the indicator justify the cost of collecting the data?	Yes	
	Appropriate: Does the indicator avoid unintended consequences and encourage service delivery improvements	Yes	
	Reliable: Is the indicator accurate enough for its intended use and will it respond to changes in levels of performance?	Yes	

PART E	RESPONSIBILITIES AND LEVELS OF CONSOLIDATION							
Ind_Id	Ind_Name	Level1	Level2	Level3	Level4	Reporting	Set Targets	Meet Targets
CCB-Governance	Improved Annual Audit Outcomes					CCB	CCB	CCB

PART F	LINKAGES TO DOD MANDATE, BUDGET AND PLANS
Select for the ENE	No
MTSF	MTSF Outcome 4. Decent employment through inclusive economic growth
MOD&MV Priorities	
Other Mandate for this Indicator (e.g. legislation, policy)	National Tourism Bill (2012) and the National Culture and Heritage Tourism Policy (2012)
Link Strat Map	
Link Programmes	
Sub-Programmes	
Link Plans	

PART G (a): PRIMARY DATA SOURCE RECORDS[1]										
Data Source Type*	Record Type **	Name of the primary data source	(Electronic / Paper)	Internal / External	Data source description	Data collection performed by	Policy / SOP's / Controls	Primary data source record audit.		
								Date	Performed by	Ref
Registers	Numbers	Application database	Paper	Internal	Simple records	Financial Management Unit		Monthly	Mr D Williams	

PART G (b): SECONDARY DATA SOURCE RECORDS[2]						
Records Management System Name where PI records are captured and stored.		Description of PI data source	Policy / SOP's / Controls	Secondary data source record audit.		
Data Source Type†	Name of the secondary data source			Date	Performed by	Ref
Manual Excel Capturing	Electronic records		Targets as per APP		D Williams	

PART H: REFERENCE TO PLANS							
Plan	Tab No	Tab Name	Indicator Name in the APP	Level of Consolidation			
				1st	2nd	3rd	4th
CCB APP 2018/19	04	Table 12: Core Programme Performance Indicators and Annual Targets	Percentage of significant prior year audit findings resolved.s	-	-	-	100%

PART H	APPROVAL	SIGNATURE	DATE
	Designation		
Mr D. Williams	Bookkeeper		
Mr M. Ngewu	CFO		
Mr Calvyn Gilfellan	Executive Director		
Mr Dave Mitchell	Audit Com Chairperson		

ANNEXURE E: SELECTED TOURISM REVENUE TECHNICAL INDICATOR DATASHEET

PART A	INDICATOR NAME AND DESCRIPTION			
Indicator Id	CCBTourRev			
Indicator Title	Total gross revenue generated per annum			
Datasheet Status	7_Signed			
Version Number	FY2019/20V2.2			
Indicator Design Responsibility (Owner)	CCB Executive Director			
Date Last Reviewed	2016-06-20			
Date Registered	2013-05-16			
Purpose / Importance of the Measurement	The measure must provide feedback on all the marketing efforts and financial investment put in to increase the image of the CGH as a must-visit tourist attraction			
Description of the Indicator	Government, through the DOD and DPW, invests millions of Rand in the upgrading and maintenance of this heritage site. To reap the return on this investment, the CGH must fulfil its role as a cultural, educational and tourism site striving towards a measure of financial sustainability. By measuring the numbers and income through tourism, it will become evident whether the CCB utilises its allocation in the most cost-effective and efficient manner to ensure amongst other the sustainability of the CGH.			
Comments	Indicator ownership remains with the CCB Board through its Executive Director, Mr Calvyn Gilfellan.			
Security Level of the consolidated information	Public View	Restricted	Confidential	Secret
	X			

PART B	MEASUREMENT AND CALCULATION		
Unit of Measurement	General	Percentage	Currency
			X
Measure Direction	Above Target is Positive (RYG)	Below Target is Positive (GYR)	On Target Is Positive (RYGYR)
			X
Method of Calculation, Assumptions and Business rules	Adult visitors pay R50, students, individual learners and pensioners R25, learners in groups pay R8 respectively and by reconciling the receipts with gate takings, this indicator is measured and reported on daily, monthly, quarterly and annually. The same goes for the other tourism income generating activities such as venue-hiring, business events, and filming. Strict oversight and control measures are in place to reduce the risk of losses to the CCB.		
Reporting Frequency	Monthly (M)	Quarterly (Q)	Annually (A)
		X	
Rollup Type	Average (AVG) – Default if the unit of measurement is Percentage	Sum (SUM) – Default if the unit of measurement is a General or Currency.	Last Reported Value(s)
		X	
Calculation Type	Non-cumulative	Cumulative	
		X	

PART C	DESIRED PERFORMANCE
Target Baseline	
Describe the Benchmark Value	The benchmark value is calculated by averaging the previous 3 year's Rand value in respect of this indicator.
Red Value Limit (Default = 15%)	(Use tolerance)
Amber Value Limit (Default = 7.5%)	(Use tolerance)
Green Value Limit (Default = 7.5%)	(Use tolerance)
Tolerance (Default = 15%)	7.5%

Target Source	History Data	Bench-mark (s)	Ordered Targets	Higher Order Policy	Specialist Opinion
	X				

PART D	SELECTION CRITERIA		
	This indicator is:		Motivation
	Relevant: Does the indicator relate logically and directly to an aspect of the institution's mandate, strategic goals and objectives?	Yes	The second objective of the CCB is to enhance tourism to the CGH – this indicator is an internationally recognized measure of success.
	Well-defined: Does the indicator have a clear, unambiguous definition so that the data will be collected consistently, and be easy to understand and use?	Yes	The indicator is adopted from international United Nations World Tourism Organizations' guidelines and adapted to suit the circumstances of an enclosed tourist attraction such as the CGH.
	Verifiable: Is it possible to validate the processes and systems that produce the indicator?	Yes	The supporting documentation is all electronic and hard-copy available for verification and auditing purposes.
	Cost-effective: Does the usefulness of the indicator justify the cost of collecting the data?	Yes	Data is collected through receipts from a safe, controlled point of sale and reconciled and collated daily.
	Appropriate: Does the indicator avoid unintended consequences and encourage service delivery improvements	Yes	Even in the cases of complementary and discounted entry fees, the recording of the data to support the indicator is taken care of.
	Reliable: Is the indicator accurate enough for its intended use and will it respond to changes in levels of performance?	Yes	This indicator is an internationally recognized measure of success.

PART E	RESPONSIBILITIES AND LEVELS OF CONSOLIDATION							
Ind_Id	Ind_Name	Level1	Level2	Level3	Level4	Reporting	Set Targets	Meet Targets
CCB-TourRev	Revenue generated through all tourism related CCB activities such as gate-takings, events, filming, conferencing, etc.					CCB	CCB	CCB

PART G (a): PRIMARY DATA SOURCE RECORDS[3]										
Data Source Type *	Record Type **	Name of the primary data source	(Electronic / Paper)	Internal / External	Data source description	Data collection performed by	Policy / SOP's / Controls	Primary data source record audit.		
								Date	Performed by	Ref
Receipts	Financial Management	Financial Management System – Management Accounts	Paper	Internal	Financial Management System – Management Accounts	Financial Management Unit		Daily	D Williams	

PART G (b): SECONDARY DATA SOURCE RECORDS[4]						
Records Management System Name where PI records are captured and stored.		Description of PI data source	Policy / SOP's / Controls	Secondary data source record audit.		
Data Source Type†	Name of the secondary data source			Date	Performed by	Ref
Pastel capturing	Electronic records		Allocation as per APP	Daily	D Williams	

PART H: REFERENCE TO PLANS							
Plan	Tab No	Tab Name	Indicator Name in the APP	Level of Consolidation			
				1st	2nd	3rd	4th
CCB APP 2019/20	04	Table 14(b): Core Programme Performance Indicators and Annual Targets	Total gross revenue generated per annum.				R8, 359 million

PART H	APPROVAL	SIGNATURE	DATE
	Designation		
Ms J. Fredericks	Cashier		
Mr D. Williams	Bookkeeper		
Mr M. Ngewu	CFO		
Mr Calvyn Gilfellan	Executive Director		
Lt-Gen J.S. Moadira	Chairperson		

ANNEXURE F: SELECTED STUDENT INTERNSHIP TECHNICAL PERFORMANCE INDICATOR DATASHEET

PART A	INDICATOR NAME AND DESCRIPTION			
Indicator Id	CCB Tour Interns			
Indicator Title	Number of student learnerships offered per annum			
Datasheet Status	7_Signed			
Version Number	FY2019/20V2.2			
Indicator Design Responsibility (Owner)	CCB Executive Director/CEO			
Date Last Reviewed	2016-06-20			
Date Registered	2013-11-21			
Purpose / Importance of the Measurement	The measure must provide feedback on all the efforts by the CCB to promote itself as a site of learning and education with the focus on the youth.			
Description of the Indicator	Government, through the DOD and DPW, invests millions of Rands in the upgrading and maintenance, the purchase of unique artefacts and the development of staff. To reap the return on this investment, the CGH must fulfil its role as a cultural and educational site. By measuring the annual increases in the number of student interns successfully hosted and mentored, it will become evident whether the CCB is fulfilling its legal mandate by ensuring that young people are afforded an opportunity to be exposed and learn from such an important cultural-historic site such as the CGH.			
Comments	Indicator ownership remains with the CCB Board through its Executive Director, Mr Calvyn Gilfellan.			
Security Level of the consolidated information	Public View	Restricted	Confidential	Secret
	X			

PART B	MEASUREMENT AND CALCULATION		
Unit of Measurement	General	Percentage	Currency
	X		
Measure Direction	Above Target is Positive (RYG)	Below Target is Positive (GYR)	On Target Is Positive (RYGYR)
	X		
Method of Calculation, Assumptions and Business rules	Using the average intern intake of the past 3 years, a baseline was established. At this stage, we are only looking at our annual intake – as the program matures, qualitative indicators will replace this simple numeric one.		
Reporting Frequency	Monthly (M)	Quarterly (Q)	Annually (A)
		X	
Rollup Type	Average (AVG) – Default if the unit of measurement is Percentage	Sum (SUM) – Default if the unit of measurement is a General or Currency.	Last Reported Value(s)
		X	
Calculation Type	Non-cumulative	Cumulative	
	X		

PART C	DESIRED PERFORMANCE				
Target Baseline	30 per annum				
Describe the Benchmark Value	The benchmark value is calculated by averaging the previous 3 year's average visitor numbers in respect of this indicator.				
Red Value Limit (Default = 15%)	10%				
Amber Value Limit (Default = 7.5%)	5%				
Green Value Limit (Default = 7.5%)	5%				
Tolerance (Default = 15%)	10%				
Target Source	History Data	Bench-mark (s)	Ordered Targets	Higher Order Policy	Specialist Opinion
	X				

PART D	SELECTION CRITERIA		
	This indicator is:		Motivation
	Relevant: Does the indicator relate logically and directly to an aspect of the institution's mandate, strategic goals and objectives?	Yes	
	Well-defined: Does the indicator have a clear, unambiguous definition so that the data will be collected consistently, and be easy to understand and use?	Yes	
	Verifiable: Is it possible to validate the processes and systems that produce the indicator?	Yes	
	Cost-effective: Does the usefulness of the indicator justify the cost of collecting the data?	Yes	
	Appropriate: Does the indicator avoid unintended consequences and encourage service delivery improvements	Yes	
	Reliable: Is the indicator accurate enough for its intended use and will it respond to changes in levels of performance?	Yes	

PART E	RESPONSIBILITIES AND LEVELS OF CONSOLIDATION							
Ind_Id	Ind_Name	Level1	Level2	Level3	Level4	Reporting	Set Targets	Meet Targets
CCB-Intern numbers	Number of student interns hosted at the CGH per annum					CCB	CCB	CCB

PART F	LINKAGES TO DOD MANDATE, BUDGET AND PLANS
Select for the ENE	No
MTSF	MTSF Outcome 4. Decent employment through inclusive economic growth
MOD&MV Priorities	
Other Mandate for this Indicator (e.g. legislation, policy)	National Tourism Bill (2012) and the National Culture and Heritage Tourism Policy (2012)
Link Strat Map	
Link Programmes	
Sub-Programmes	
Link Plans	

PART G (a): PRIMARY DATA SOURCE RECORDS[5]										
Data Source Type *	Record Type **	Name of the primary data source	(Electronic / Paper)	Internal / External	Data source description	Data collection performed by	Policy / SOP's / Controls	Primary data source record audit.		
								Date	Performed by	Ref
Registers	Numbers	Application database	Paper	Internal	Simple records	Financial Management Unit		Monthly	Mr D Williams	

PART G (b): SECONDARY DATA SOURCE RECORDS[6]						
Records Management System Name where PI records are captured and stored.		Description of PI data source	Policy / SOP's / Controls	Secondary data source record audit.		
Data Source Type†	Name of the secondary data source			Date	Performed by	Ref
Manual Excel Capturing	Electronic records		Targets as per APP		D Williams	

PART H: REFERENCE TO PLANS							
Plan	Tab No	Tab Name	Indicator Name in the APP	Level of Consolidation (cumulative)			
				1st	2nd	3rd	4th
CCB APP 2018/19	04	Table 15(b) Core Programme Performance Indicators and Annual Targets	Number of student learnerships offered per annum.	-	-	-	12

PART H	APPROVAL	SIGNATURE	DATE
	Designation		
Mr D. Williams	Bookkeeper		
Mr M. Ngewu	CFO		
Mr Calvyn Gilfellan	Executive Director		
Mr Dave Mitchell	Audcom Chairperson		

ANNEXURE G: SELECTED VISITOR NUMBERS TECHNICAL PERFORMANCE INFORMATION DATASHEET

PART A	INDICATOR NAME AND DESCRIPTION			
Indicator Id	CCBTourNumbers			
Indicator Title	Total number of visitors per annum			
Datasheet Status	7_Signed			
Version Number	FY2019/20 V2.2			
Indicator Design Responsibility (Owner)	CCB Executive Director (EXECUTIVE DIRECTOR)			
Date Last Reviewed	2016-11-21			
Date Registered	2013-11-21			
Purpose / Importance of the Measurement	The measure must provide feedback on all the marketing efforts and financial investment put in to increase the image of the CGH as a must-visit tourist attraction			
Description of the Indicator	Government, through the DOD and DPW, invests millions of Rand in the upgrading and maintenance of this heritage site. To reap the return on this investment, the CGH must fulfil its role as a cultural, educational and tourism site attracting larger numbers of tourists and locals to its exhibitions. By measuring the annual increases in the number of people coming through our gates, it will become evident whether the CCB utilises its allocation in the most cost-effective and efficient manner to ensure amongst other the sustainability of the CGH.			
Comments	Indicator ownership remains with the CCB Board through its Executive Director, Mr Calvyn Gilfellan.			
Security Level of the consolidated information	Public View	Restricted	Confidential	Secret
	X			

PART B	MEASUREMENT AND CALCULATION		
Unit of Measurement	General	Percentage	Currency
	X		
Measure Direction	Above Target is Positive (RYG)	Below Target is Positive (GYR)	On Target Is Positive (RYGYR)
	X		
Method of Calculation, Assumptions and Business rules	The CGH has only one; secure access point for tourists and the public. To enter the site, visitors must pass the point of sale. This gives us (a) the total number of all visitors to the site and (b) all the bona fide tourists to the site. In the case of after hour events, we collect and collate the guest numbers from the event organizers.		
Reporting Frequency	Monthly (M)	Quarterly (Q)	Annually (A)
		X	
Rollup Type	Average (AVG) – Default if the unit of measurement is Percentage	Sum (SUM) – Default if the unit of measurement is a General or Currency.	Last Reported Value(s)
		X	
Calculation Type	Non-cumulative	Cumulative	
		X	

PART C	DESIRED PERFORMANCE				
Target Baseline	160 000 per annum				
Describe the Benchmark Value	The benchmark value is calculated by averaging the previous 3 year's average visitor numbers in respect of this indicator.				
Red Value Limit (Default = 15%)	10%				
Amber Value Limit (Default = 7.5%)	5%				
Green Value Limit (Default = 7.5%)	5%				
Tolerance (Default = 15%)	10%				
Target Source	History Data	Bench-mark (s)	Ordered Targets	Higher Order Policy	Specialist Opinion
	X				

PART D	SELECTION CRITERIA		
	This indicator is:		Motivation
	Relevant: Does the indicator relate logically and directly to an aspect of the institution's mandate, strategic goals and objectives?	Yes	The second objective of the CCB is to enhance tourism to the CGH – this indicator is an internationally recognized measure of success.
	Well-defined: Does the indicator have a clear, unambiguous definition so that the data will be collected consistently, and be easy to understand and use?	Yes	The indicator is adopted from international United Nations World Tourism Organizations' guidelines and adapted to suit the circumstances of an enclosed tourist attraction such as the CGH.
	Verifiable: Is it possible to validate the processes and systems that produce the indicator?	Yes	The supporting documentation is all electronically and hard-copy available for verification and auditing purposes.
	Cost-effective: Does the usefulness of the indicator justify the cost of collecting the data?	Yes	Data is collected through receipts from a safe, controlled point of sale and reconciled and collated on a quarterly basis.
	Appropriate: Does the indicator avoid unintended consequences and encourage service delivery improvements	Yes	Even in the cases special events, conferences and the like, the recording of the data to support the indicator is taken care of.
	Reliable: Is the indicator accurate enough for its intended use and will it respond to changes in levels of performance?	Yes	This indicator is an internationally recognized measure of success.

PART E	RESPONSIBILITIES AND LEVELS OF CONSOLIDATION							
Ind_Id	Ind_Name	Level1	Level2	Level3	Level4	Reporting	Set Targets	Meet Targets
CCB-TourRev	Total number of visitors attracted to the CGH per annum					CCB	CCB	CCB

PART F	LINKAGES TO DOD MANDATE, BUDGET AND PLANS
Select for the ENE	No
MTSF	MTSF Outcome 4. Decent employment through inclusive economic growth
MOD&MV Priorities	
Other Mandate for this Indicator (e.g. legislation, policy)	National Tourism Bill (2012) and the National Culture and Heritage Tourism Policy (2012)
Link Strat Map	
Link Programmes	
Sub-Programmes	
Link Plans	

PART G (a): PRIMARY DATA SOURCE RECORDS[7]										
Data Source Type *	Record Type **	Name of the primary data source	(Electronic / Paper)	Internal / External	Data source description	Data collection performed by	Policy / SOP's / Controls	Primary data source record audit.		
								Date	Performed by	Ref
Receipts	Financial Management	Financial Management System – Management Accounts	Paper	Internal	Financial Management System – Management Accounts	Financial Management Unit		Daily	Mr D Williams	

PART G (b): SECONDARY DATA SOURCE RECORDS[8]						
Records Management System Name where PI records are captured and stored.		Description of PI data source	Policy / SOP's / Controls	Secondary data source record audit.		
Data Source Type†	Name of the secondary data source			Date	Performed by	Ref
Manual Excel Capturing	Electronic records		Targets as per APP	Daily	Mr D. Williams	

PART H: REFERENCE TO PLANS							
Plan	Tab No	Tab Name	Indicator Name in the APP	Level of Consolidation			
				1st	2nd	3rd	4th
CCB APP 2019/20	04	Table 14b: Core Programme Performance Indicators and Annual Targets	Total number of visitors per annum				170 000

PART H	APPROVAL	SIGNATURE	DATE
	Designation		
Ms J. Fredericks	Cashier		
Mr D. Williams	Bookkeeper		
Mr M. Ngewu	CFO		
Mr Calvyn Gilfellan	Executive Director		
Mr Dave Mitchell	Audit Com Chairperson		

Annexure H: Summary of all Technical Performance Information

CCB STANDARD OPERATION PROCEDURE FOR THE

IMPLEMENTATION, MONITORING AND EVALUATION OF KEY PERFORMANCE INDICATORS

MARCH 2016

PERFORMANCE INFORMATION LINKED TO CCB STRATEGY MAP: OUTPUTS

OUTPUT P3: GOOD CORPORATE GOVERNANCE AND CLEAN ADMINISTRATION

INDICATOR NAME AND DESCRIPTION	MEASUREMENT AND CALCULATION	DESIRED PERFORMANCE	SELECTION CRITERIA	RESPONSIBILITIES	DATA SOURCE RECORDS
CCB Governance 1: Number of outstanding corporate governance measures effected. This measure must provide feedback on all the efforts by the CCB management to develop and submit for approval policies and procedures that will enhance the organizations control and corporate governance environment.	It uses historic AGSA findings and recommendations to establish the baseline and then sets annual targets to reduce the deficit of policies and procedures applicable within the CCB's control environment.	The unit of measurement is a general numerical value and the ideal level of performance is (0) zero. The target set for the current financial year is 3.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Mr M Ngewu (CFO)	Primary and secondary data is collected from historic records in the archived reports emanating from our annual engagement with the AGSA. These are kept on file and are easily accessible from the Finance Department administered by the Bookkeeper.

INDICATOR NAME AND DESCRIPTION	MEASUREMENT AND CALCULATION	DESIRED PERFORMANCE	SELECTION CRITERIA	RESPONSIBILITIES	DATA SOURCE RECORDS
CCB Goverance 2: Percentage of significant prior year audit findings resolved. This measure must provide feedback on all the efforts by the CCB management to reduce the number of adverse AGSA finding in the prior year. The baseline is established from the audit management and final reports.	It uses historic AGSA findings and recommendations to establish the baseline and then sets and annual target. In other words, if there are 8 significant AGSA findings, the CCB will endeavour to address these in the current year.	The unit of measurement is a percentage and the ideal level of performance is 100 per cent. The target set for the current financial year is 100%.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Mr M Ngewu (CFO)	Primary and secondary data is collected from historic records in the archived reports emanating from our annual engagement with the AGSA. These are kept on file and are easily accessible from the Finance Department administered by the Bookkeeper.
CCBGovernance 3: CCB Annual Performance Plan timeously submitted to the Executive Authority. This measure provides feedback on the levels of compliance displayed by the CCB.	The CCB uses the statutory deadlines set by National Treasury and the DOD and endeavour to either meet or exceed these.	The ideal level of performance is 100 percent and the target set for te current financial year is 100%.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Mr M Ngewu (CFO)	Primary and secondary data is kept electronically in the CEO's and CFO's Office. In addition, the DOD and Parliament generates acknowledgement of receipt documents that is kept on file in the CEO's Office.
CCBGoverance 4: CCB Annual Report timeously submitted to the Executive Authority. This measure provides feedback on the levels of compliance displayed by the CCB.	The CCB uses the statutory deadlines set by National Treasury and the DOD and endeavour to either meet or exceed these.	The ideal level of performance is 100 percent and the target set for te current financial year is 100%.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Mr M Ngewu (CFO)	Primary and secondary data is kept electronically in the CEO's and CFO's Office. In addition, the DOD and Parliament generates acknowledgement of receipt documents that is kept on file in the CEO's Office.

CCB OUTPUT D1: DELIVER A RANGE OF PROJECTS AND SERVICES AIMED AT THE ENHANCEMENT, UPKEEP AND MAINTENANCE OF THE CGH

INDICATOR NAME AND DESCRIPTION	MEASUREMENT AND CALCULATION	DESIRED PERFORMANCE	SELECTION CRITERIA	RESPONSIBILITIES	DATA SOURCE RECORDS
CCB Heritage 1: Number of preventative and regulation maintenance project completed. This measure indicates how the CCB dispenses its responsibility dealing with the general upkeep and appearance of the CGH. In the long run, the success of a repair and maintenance programme will reduce the need for major refurbishment works.	The CCB uses historic data and information generated by the contractors to establish the baseline and then sets annual targets for day to day maintenance and repair work at the CGH. The maintenance projects are recorded in a register and is budgeted for and approved by the CEO.	The unit of measurement is a percentage and the ideal level of performance is 100 per cent of the works identified for the year ahead. 10% allowances are made for emergency repair work. The target set for the current financial year is 100%.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Mr M Ngewu (CFO)	Primary records are kept in a maintenance register in the CEO's office. Every job completed is signed by both the service provider (mostly Regional Works Regiment) and the Administrator in the CEO's Office.
CCBHeritage 2: Annual increase in the number of tangible heritage projects implemented at the CHG. This measure provides an indication of the CCB's ability to reposition the CGH as a living, vibrant and aesthetically pleasing heritage site able to attract new audiences.	Using historic data, the CCB sets challenging targets to enhance the overall appeal of the CGH. The target during the previous financial year was 6. It also has a qualitative element because it also looks at fresh, innovative interventions as compared to the prior year.	The unit of measurement is a general numerical value and the ideal level of performance is 5 heritage projects implemented during the FY.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Mr A Mkosana (Heritage Manager)	Primary and secondary data (event concept approval, invitations, media reports, attendance figures) are collected from historic records in the archived reports kept by the Heritage, Culture and Education Coordinator.

INDICATOR NAME AND DESCRIPTION	MEASUREMENT AND CALCULATION	DESIRED PERFORMANCE	SELECTION CRITERIA	RESPONSIBILITIES	DATA SOURCE RECORDS
CCBHeritage 3: Number of non-commercial cultural events hosted annually at the CHG. As the appeal of the CGH as events destination is increasing, so is the demand from community based organizations to have non-commercial events hosted at the CGH. The CCB must maintain a fine balance between these, and the commercial events. There is no international benchmark, but we will be able to establish this over the MTEF.	Although the CCB always hosted cultural events, this is a new indicator. The target (baseline) is set for 10.	The ideal level of performance is to host at least 1 non-commercial cultural event per month i.e. 12 per annum. However, the target set for the current financial year is 10.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Mr A Mkosana (Heritage Manager)	Primary and secondary data (event concept approval, invitations, media reports, attendance figures) are collected from historic records in the archived reports kept by the Heritage, Culture and Education Manager.
CCBHeritage 4: Number of exhibitions hosted annually at the CGH. As the overall appeal of the CGH is increasing, so is the demand for new, exciting content displayed at the CGH.	Although the CCB always hosted cultural events, this is a new indicator. The target (baseline) is set for 8 exhibitions for the FY.	The ideal level of performance is to host at least one (1) exhibition per quarter. However, the target set at 8 for this financial year.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Mr A Mkosana (Heritage Manager)	Primary and secondary data (exhibition concept approval, invitations, media reports, attendance figures) are collected from historic records in the archived reports kept by the Heritage, Culture and Education Manager.

CCB OUTPUT D4: DELIVER A COMPLETE OFFERING OF VISITOR SERVICES AND EXPERIENCES

Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH

INDICATOR NAME AND DESCRIPTION	MEASUREMENT AND CALCULATION	DESIRED PERFORMANCE	SELECTION CRITERIA	RESPONSIBILITIES	DATA SOURCE RECORDS
CCB Tourism 1: Total number of visitors per annum. The measure must provide feedback on all the marketing efforts and financial investment put in to increase the image of the CGH as a must-visit tourist attraction. By measuring the annual increases in the number of people coming through our gates, it will become evident whether the CCB utilises its allocation in the most cost-effective and efficient manner to ensure amongst other the sustainability of the CGH.	The CCB uses historic data and information generated through tourism receipts generated at the point of sales at the main entrance. On special event days, the point of sales is used to ring up the visitors at zero rates. On days when after-hours events are hosted, the event organizers are providing the CCB with attendance registers.	The unit of measurement is a general numeric figure collected and collated on a daily and quarterly basis for purposes of reporting. The annualized target for the current FY is 165 000.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Ms D Hendricks (Tourism & Marketing Manager)	Primary records are kept on file and Excel spreadsheet in the Book-keepers office. It is also accessible through the CCB's quarterly management reports.
CCB Tourism 2: Total gross revenue generated per annum the measure must provide feedback on all the marketing efforts and financial investment put in to increase the image of the CGH as a must-visit tourist attraction. By measuring the annual increases in the rand value of income generated through all tourism related activities, it will become evident whether the CCB utilises its allocation in the most cost-effective and efficient manner to ensure amongst other the sustainability of the CGH.	The CCB uses historic data and information generated through tourism receipts generated at the point of sales at the main entrance. On special event days, the point of sales is used to ring up the visitors at zero rates. On days when after-hours events are hosted, the event organizers are providing the CCB with attendance registers.	The unit of measurement is a general numeric (R) figure collected and collated on a daily and quarterly basis for purposes of reporting. The annualized target for the current FY is R 8.5m.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Ms D Hendricks (Tourism & Marketing Manager) Ms F Mtabati (Events Manager)	Primary records are kept on file and Excel spreadsheet in the Book-keepers office. It is also accessible through the CCB's quarterly management reports.

INDICATOR NAME AND DESCRIPTION	MEASUREMENT AND CALCULATION	DESIRED PERFORMANCE	SELECTION CRITERIA	RESPONSIBILITIES	DATA SOURCE RECORDS
CCBTourism 3: Number of commercial events hosted annually at the CHG. The exposure the CGH is enjoying, is translating into a healthy interest in it as an events venue. The CCB has adopted a responsible commercialization strategy that sets the parameters in which it should manage tourism activities including events.	Although the CCB always hosted commercial events, this is a new indicator. The target (baseline) is set for 25.	The unit of measurement is a general numeric one. In the absence of an Integrated Conservation Management Plan, the ideal level of performance considering the CGH's carrying capacity, is 30 (medium sized) events. The target set for the FY is 30	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Ms F Mtabati (Events Manager)	Primary and secondary data (event concept approval, invitations, media reports, and events calendar and attendance figures) are collected from historic records in the archived reports kept by the Events Manager.
CCBTourism 4: Number of film and fashion shoots accommodated by the CCB per annum. The exposure the CGH is enjoying, is translating into a healthy interest in it as a filming set. The CCB has adopted a responsible commercialization strategy that sets the parameters in which it should manage tourism activities including events.	Although the CCB always hosted commercial and non-commercial film and fashion shoots, this is a new indicator. The target (baseline) is set for 12.	The unit of measurement is a general numeric one. In the absence of an Integrated Conservation Management Plan, the ideal level of performance considering he CGH's carrying capacity, is one shoot per month. The target set for the FY is 14. Flexibility can deal with the increase in demand.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Ms F Mtabati (Events Manager)	Primary and secondary data (application approval, SLA, material) are collected from historic records in the archived reports kept by the Events Manager.
CCBTourism 5: Number of tourism infrastructure upgrades completed per annum. The CCB is very mindful of the fact that the core attraction of the CGH only appeals to a certain market. By increasing its tourism offering, it will appeal to new clients but also bring existing clients back.	The CCB has always relied on its existing architectural offering to drive its tourism enterprise. However, the Board took a deliberate stance to expand its current offering either through upgrades or through new offerings.	The unit of measurement is a general numeric one. Although the CCB's approved Surplus Funding makes provision for this, the current refurbishment limits our ability to implement hence a target of 2 for the FY.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Ms D Hendricks (Tourism & Marketing Manager)	Primary and secondary data (concept approval, procurement of service provider, SLA, material) are collected from historic records in the archived reports kept by the Tourism & Marketing Manager.

INDICATOR NAME AND DESCRIPTION	MEASUREMENT AND CALCULATION	DESIRED PERFORMANCE	SELECTION CRITERIA	RESPONSIBILITIES	DATA SOURCE RECORDS
CCBTourism 6: Number of Joint Marketing Initiatives undertaken per annum. Given the relative size of the CCB, its limited marketing budget and other constraints, it relies on partners to market the establishment. In the past, several informal joint marketing agreements were struck. They were relatively successful.	The marketing efforts of the CCB have been limited to above the line advertising TO a few magazines. Over the past years it has been receiving a lot of PR spin-offs. A JMA, if properly managed, can measure the success of the CCB's marketing endeavours.	The unit of measurement is a general numeric one. The ideal should be one per quarter but given resource constraints the CCB has set a target of 2 for the coming FY.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Ms D Hendricks (Tourism &Marketing Manager)	Primary and secondary data (JMA concept approval, procurement of partner, SLA, deliverables) are collected from historic records in the archived reports kept by the Tourism & Marketing Manager.

CCB OUTPUT D3: DELIVER A RANGE OF PUBLIC PROGRAMMES WITH SA SCHOOLS, CULTURAL GROUPS AND SPECIAL COMMUNITY GROUPS

Deliver a series of innovative public events aimed to promote understanding of the CGH as heritage icon.

INDICATOR NAME AND DESCRIPTION	MEASUREMENT AND CALCULATION	DESIRED PERFORMANCE	SELECTION CRITERIA	RESPONSIBILITIES	DATA SOURCE RECORDS
CCBAccess 1: Annual number of potential visitors reached through the media. The CCB has an approved PR& Communications strategy that actively seeks to increase the top of mind awareness amongst South Africans and other audiences.	The CCB uses Audience Reach (usually used together with Advertising Value Equivalent) to determine how many potential visitors have been exposed to the CGH during a financial year. This entails acquiring the viewer, reader or audience figures from independent sources.	The unit of measurement is a general numeric one. For an establishment, the size of the CCB, a 20 million annual audience is within national benchmarks. However, the CGH has received significant television coverage over the past two financial years which skews this KPI positively. The target for the current FY is set at 60 million.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO)	Primary records (media releases, record of interviews, newspaper clippings, online mentions, TV clips and audience reach) are neatly kept on file and collated for auditing purposes.
CCBAccess 2: Number of student leanerships offered per annum. Besides its heritage and tourism mandate, the CCB also has the responsibility to open the CGH for learning, reconciliation and healing. Besides informal workshops and seminars, the CCB also has a formal learnership and internship programme.	Using historic data to establish baselines, the CCB sets manageable targets offering young people opportunity to hone their skills at the CGH.	The unit of measurement is a general numerical value and the CCB, under its current human resource complement, made provision for 15 learners.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Mr A Mkosana (Heritage Manager)	Primary and secondary data (applications, contracts, and reports) are collected, collated and stored in the Heritage Manager's Office.

INDICATOR NAME AND DESCRIPTION	MEASUREMENT AND CALCULATION	DESIRED PERFORMANCE	SELECTION CRITERIA	RESPONSIBILITIES	DATA SOURCE RECORDS
CCBAccess 3: Number of heritage-educational programmes organized for women, unemployed youth, disabled and traditional communities. The CCB also has the responsibility to open the CGH for learning, reconciliation and healing hence this indicator dealing with informal and workshops, seminars, outreach programmes and conferences dealing with memory, history, and heritage and healing.	Using historic data to establish baselines, the CCB sets affordable, efficient and outcomes based targets.	The unit of measurement is a general numerical value. The ideal level of performance is to host at least 1 educational programme per month i.e. 12 per annum. The target is set at 12 for the current financial year.	The indicator meets most if not all the following selection criteria i.e. it is relevant, well-defined, verifiable, cost-effective, appropriate and reliable.	Mr CT Gilfellan (CEO) Mr A Mkosana (Heritage Manager)	Primary and secondary data (educational concept approval, invitations, media reports, attendance figures) are collected from historic records in the archived reports kept by the Heritage, Culture and Education Manager.

ANNEXURE I: NATIONAL TREASURY COMMUNICATION RE-ALIGNMENT OF ENE AND APP

national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Private Bag X 115, Pretoria, 0001

Enquiries: Desire Mathibe **Tel:** (012) 395-6720 **E-mail:** desire.mathibe@treasury.gov.za **Ref:** FP 36/7/4/13

The Chief Executive Officer
Castle Control Board
PO Box 1
CAPE TOWN
8001

Attention: Mr. M Ngewu

REQUEST FOR THE RETENTION OF ACCUMULATED SURPLUS BY THE CASTLE CONTROL BOARD IN TERMS OF SECTION 53(3) OF THE PFMA - 2017/18

Thank you for your letter dated 01 September 2017 regarding your request for approval to retain the accumulated surplus of R2 463 062 as at 31 March 2017. Approval is hereby granted in terms of section 53(3) of the Public Finance Management Act of 1999 that surplus funds of R2 463 062 be retained and utilised as indicated by the Castle Control Board during the 2017/18 financial year.

Regards,

Julia de Bruyn
Acting Deputy Director-General: Public Finance
For Director-General: National Treasury
Date: 06/09/2017

logistics division
Department:
Defence
REPUBLIC OF SOUTH AFRICA

C LOG/D FAC/R/401/1

Telephone: (012) 402-2807
Facsimile: (012) 402-2833
Enquiries: Ms A. Aggenbach

Department of Defence
Logistics Division
(Directorate Facilities)
Private X319
Pretoria
0001
25 October 2017

The Chief Executive Officer
Castle Control Board
PO Box 1
Cape Town
8000

Attention: Mr C.T. Gilfellan

GUIDELINES TO THE CASTLE CONTROL BOARD: EXPENDITURE OF LOGISTICS DIVISION FUNDS ALLOCATED FOR MAINTENANCE OF THE CASTLE OF GOOD HOPE

INTRODUCTION

1. After the completion of the DOD-funded R108,000,000 refurbishment of the Castle of Good Hope, the Castle Control Board (CCB) made presentations to the Executive Authority, DPBEC and the LPBEC requesting funding for a post-renovation preventative conservation and maintenance program at the Castle. A facility management contract was furthermore proposed. However, this was not approved by the then Chief Logistics.

2. This requirement has been articulated in the CCB's 2017/18 and draft 2018/19 Annual Performance Plans for the next MTSF. The motivations for this request are as follow:

a. To avoid rapid deterioration of the fabric of South Africa's oldest building;

b. To prevent compromising the DOD's multi-million-rand investments made during the Castle's 350th commemoration programme, including a conference room, placement of statutes of significant figures, restitution garden, heritage improvements, etc.)

c. Effect medium, to long-term cost-savings by delaying a major refurbishment project.

3. In the 6 June 2017 LPBEC meeting, a decision was taken to allocate an amount of R4,500,000 per year to initiate an emergency, preventative and planned maintenance programme for the current financial year at the Castle of Good Hope.

4. Funds will be allocated on Serial 31007748360 as and when requirements come through for funding (Description: General Building Maintenance). Financial authority 12210624 of R200,000 has been approved for the critical maintenance requirement (excluding petty cash requirements).

AIM

5. The aim of this document is to provide the CCB, as a Schedule 3A Public Entity of the Department of Defence, with a mandate and guidance on the judicious expenditure of funds assigned to the Logistics Division for the maintenance and refurbishment of the Castle of Good Hope.

SCOPE

6. The following aspects will be addressed in the guidelines:

a. Maintenance Categories

b. Procurement and Approval Processes

c. Accounting of Expenditure

MAINTENANCE AND REFURBISHMENT CATEGORIES APPLICABLE TO THE CASTLE OF GOOD HOPE

7. Emergency day-to-day maintenance. This refers to work that is initiated immediately for health, safety and security reasons or that may result in the rapid deterioration of the historic fabric if maintenance is not undertaken with immediate effect.

8. Planned and preventative maintenance. This consists of work to prevent future deterioration that recurs predictably within the life of a historic building, such as cleaning gutters and painting. This is a pro-active process of planning ahead to carry out basic tasks to prevent predictable problems developing. Work in this category could also be referred to cyclical in nature. Minor maintenance work on the existing infrastructure including gardening services could also be included in this category. It is anticipated that most of the funds allocated to the CCB will be utilised for planned and preventative maintenance requirements.

9. Corrective maintenance. This is a category of maintenance that will bring a building to an acceptable standard from a deteriorated state. The compromised Castle sewage system is a case in point. This is a reactive process to remedy faults that have developed, usually because of lack of preventative maintenance. Due to the recent extensive refurbishment contract at the Castle, the requirement for corrective maintenance should not be too far-reaching.

PROCUREMENT AND APPROVAL PROCESSES

10. All procurement in the planned, preventative and corrective maintenance categories must adhere to DODI/ACQ/00003/2000 Policy on Alternative Service Delivery in the Department of Defence and DODI/Pol&Plan/00046/2001 Policy on Management and Utilisation of External Management Consultants.

11. Emergency day-to-day maintenance up to the delegated amount of R100,000 will be implemented through the procurement section of the ASB Western Cape and is to be covered by an approved bulk financial authority against which payments to suppliers can be made. The CEO of the Castle has the mandate to, if in an emergency, obtain the services of a supplier with immediate effect, where after the procurement and payment processes will follow. The Logistics Division Budget Manager is to be informed of the 'emergency' procurement in all instances. This must not exceed R2000 ito petty cash or the current approved FA amount.

12. Emergency day-to-day maintenance requirements above the delegated amount of R100,000 are to be submitted to the Regional Works Unit Western Cape (RWU WC) for a referral to National Department of Public Works (NDPW) Regional Office for execution.

13. Planned and preventative maintenance requirements must be determined by the CCB and submitted to the RWU for a referral to the NDPW Regional Office for inclusion in the NDPW Planned Maintenance Programme.

14. Corrective maintenance and refurbishment requirements must furthermore also be referred to the RWU WC for execution. Should the RWU wish to execute the task by means of own resources (manpower and materials) or **to outsource it to industry**, authority to do so has to be obtained from NDPW. Alternatively, the requirement is to be referred to the Defence Works Formation for inclusion in the Capital Works or Refurbishment Programmes. A separate financial authority is to be requested against the abovementioned serie-code for each individual requirement being outsourced by the RWU. If the task is outsourced to industry, all departmental supply chain policies as listed in paragraph 10 must be followed.

ACCOUNTING OF EXPENDITURE

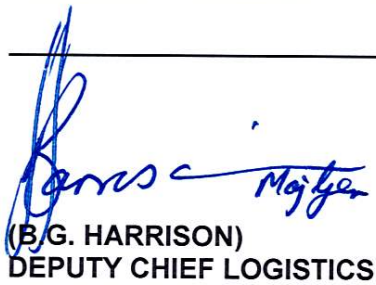
15. All expenditure affected through the ASB Western Cape will routinely be accounted for on the Financial Management System and incorporated into the DOD's Annual Financial Statements.

16. All maintenance and refurbishment work executed at the Castle of Good Hope must be documented by the CCB for disclosure purposes in the Immovable Asset Note.

(W. BOTHA)
LOGISTICS DIVISION: BUDGET MANAGER

GUIDELINES TO THE CASTLE CONTROL BOARD: EXPENDITURE OF LOGISTICS DIVISION FUNDS ALLOCATED FOR MAINTENANCE OF THE CASTLE OF GOOD HOPE

COMMENTS BY DEPUTY CHIEF LOGISTICS



(B G. HARRISON)
DEPUTY CHIEF LOGISTICS: MAJOR GENERAL

DISTR

For Info

C Army
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C Log
OC SPSC
OC RWU Western Cape

logistics division
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Department of Defence
Logistics Division
(Directorate Facilities)
Private X319
Pretoria
0001
25 October 2017

The Chief Executive Officer
Castle Control Board
PO Box 1
Cape Town
8000

Attention: Mr C.T. Gilfellan

GUIDELINES TO THE CASTLE CONTROL BOARD: EXPENDITURE OF LOGISTICS DIVISION FUNDS ALLOCATED FOR MAINTENANCE OF THE CASTLE OF GOOD HOPE

INTRODUCTION

1. After the completion of the DOD-funded R108,000,000 refurbishment of the Castle of Good Hope, the Castle Control Board (CCB) made presentations to the Executive Authority, DPBEC and the LPBEC requesting funding for a post-renovation preventative conservation and maintenance program at the Castle. A facility management contract was furthermore proposed. However, this was not approved by the then Chief Logistics.

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a. To avoid rapid deterioration of the fabric of South Africa's oldest building;

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b. Procurement and Approval Processes

c. Accounting of Expenditure

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ACCOUNTING OF EXPENDITURE

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(W. BOTHA)
LOGISTICS DIVISION: BUDGET MANAGER

GUIDELINES TO THE CASTLE CONTROL BOARD: EXPENDITURE OF LOGISTICS DIVISION FUNDS ALLOCATED FOR MAINTENANCE OF THE CASTLE OF GOOD HOPE

COMMENTS BY DEPUTY CHIEF LOGISTICS

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(B G. HARRISON)
DEPUTY CHIEF LOGISTICS: MAJOR GENERAL

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