



ANNUAL PERFORMANCE PLAN FOR
2020-2021

"LET'S GROW SOUTH AFRICA TOGETHER."



CASTLE CONTROL BOARD

ANNUAL PERFORMANCE PLAN (APP) For 2020 – 2021

Date of tabling: 12 March 2020



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA



FOREWORD BY THE MINISTER OF DEFENCE AND MILITARY VETERANS

The coming 2020 Medium Term Expenditure Framework period heralds a watershed moment in the life of South Africa's young and maturing democracy.

Our country faces a myriad of domestic and global socio-economic and political challenges: sluggish economic growth, disinvestment, narrow nationalism, trade wars, the highest domestic unemployment figures in years, a widening gap between the haves and the have-nots, social disquiet, incidences of xenophobia and intolerance, are but some of the key factors which will clearly impact our delivery framework and processes over the next five years. Mindful of the above, the President has directed all of us to focus on the following strategic imperatives:

- Economic transformation and job-creation;
- Education, skills and health;
- Consolidating the social wage through reliable and quality basic services;
- Spatial integration, human settlements and local government;
- Social cohesion and safe communities;
- A capable, ethical and developmental state and
- A better Africa and World.

The President further urged that some of the goals — aimed at tackling poverty, inequality and unemployment, the pillars of the National Development Plan – will mean that no person in South Africa will go hungry, the economy will grow at a much faster rate than the population, two million more young people will be in employment, schools will have better educational outcomes and every 10-year-old will be able to read for meaning and violent crime will be halved.

The Ministry of Defence and Military Veterans, all her Departments and Entities, cascaded these national priorities into our strategic Ministerial Priorities, articulated in our latest planning instruments.

Despite a reduced budget, we are inviting the Castle Control Board to render continued resource support to our Medium Term Expenditure Framework imperatives, ensure that all the people of South Africa are and feel safe whilst creating a better South Africa and contributing to a better and safer Africa and a better world.

(THE HONOURABLE MS N.N. MAPISA-NQAKULA)
MINISTER OF DEFENCE AND MILITARY VETERANS
Date: 14 February 2020



ACCOUNTING OFFICER STATEMENT

As Executive Director and Accounting Officer of the CCB I acknowledge 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 following 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 FY2020/21 – FY2022/23 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 FY2020/21 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).

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

A handwritten signature in black ink, appearing to read 'C. Travers Gilfellan'.

Mr Calvyn Travers Gilfellan
Castle Control Board



FOREWORD FROM THE CHAIRPERSON OF THE BOARD

I am honoured to present our 2020/21 Annual Performance Plan (APP); the first of the next Medium-Term Expenditure Framework (MTEF) as well as the Medium-Term Strategic Framework (MTSF) to coincide with South Africa's sixth Parliament. As much as this is an exciting new beginning, this APP and our 2020-2025 Strategic Plan, were developed and have built on the significant progress the Board and its strategic partners achieved and learnt over the past five years.

The Department of Defence (DOD) has invested in the physical heritage infrastructure of the Castle to preserve and capitalise on this investment. 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. In a historical precedent, the DOD has now developed the Castle's first Integrated Conservation Management Plan. Many of the heritage and conservation issues can now be tackled holistically following this "blueprint" for all strategic, operational and technical management decisions on the Castle.

The Board and Management are steadfast in their commitment to clean administration and good corporate governance. Despite raking in four consecutive clean audits from the Auditor-General of South Africa, the CCB is not resting on its laurels. It has demonstrated its ruthless intolerance to corporate governance infringements. Using the principle of heritage enterprise risk, the Castle Control Board has diverse, vibrant Board, an effective Audit and Risk Committee, Internal Audit function and excellent relationship with the Executive Authority and all its stakeholders. It is tackling the gaps in its management team with the urgency it deserves.

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 organisation's going concern status;
- Consolidation and rationalisation of all the cost-centres at the Castle to avoid leakages from the citadel's heritage economy;
- The institutional and governance arrangements of the Castle Control Board among other things 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 while ensuring that these two elements are well-balanced;
- The safety and security concerns of staff and visitors to the Castle; and
- Finalising 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 genuinely 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.

A handwritten signature in blue ink, consisting of several overlapping, stylized lines that form the name of the signatory.

LIEUTENANT GENERAL JABULANI SYDNEY MBULI

CASTLE CONTROL BOARD: CHAIRPERSON

07 February 2020

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 FY2020-FY2025 as well as the CCB's Strategic Plan for FY2020-FY2025.
- Accurately reflects the strategic outcomes and outputs which the CCB will endeavour to achieve, given the resources made available in the budget for the FY2020/21; 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/ACCOUNTING OFFICER



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

APPROVED:



Mrs Nosiviwe Mapisa-Nqakula
MINISTER OF DEFENCE AND MILITARY VETERANS, MP

Date: 10 February 2020

TABLE OF CONTENTS

Statement by the Minister of Defence and Military Veterans	01
Statement by the Accounting Officer.....	02
Statement by the Chairperson of the Board	03
Official Sign-off	04
List of Abbreviations.....	06
PART A: CCB MANDATE	
Updates to the relevant legislation	08
Updates to relevant court rulings	10
PART B: CCB STRATEGIC FOCUS	
Vision	11
Mission	11
CCB organisational values.....	11
CCB individual values.....	11
Updated situational analysis.....	12
External environment analysis.....	12
Internal environment analysis	13
PART C: MEASURING CCB PERFORMANCE	
Description of the CCB Planning, Budgeting and Reporting Cycle.....	15
CCB Strategy Map Overview	16
CCB's Performance information Aligned to CCB and DOD's Strategic Maps.....	16
The CCB Planning, Budgeting and Reporting Cycle.....	17
PROGRAMME 1:	
Administration-Purpose, Outcome, outputs, performance indicators and targets	21
PROGRAMME 2:	
Maintenance and Conservation of the CGH - Purpose, Outcome, outputs, performance indicators and targets	24
PROGRAMME 3:	
Maximising the Castle's Tourism potential of the CGH - Purpose, Outcome, outputs, performance indicators and targets	26
PROGRAMME 4:	
Increase Public Access to the Castle of Good Hope - Purpose, Outcome, outputs, performance indicators and targets.....	29
Programme resource considerations.....	30
Updated key risks and mitigation.....	32
Public entities	32
Infrastructure projects.....	32
Public-Private partnerships (PPPs)	32
PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)	33
ANNEXURE A: DOD RESULT-BASED MODEL	36

LIST OF ABBREVIATIONS

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
C LOG	Chief of Logistics, for the South African National Defence Force
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

LIST OF TABLES

Table 1	Castle Control Board Constitutional and Legislative Mandates
Table 2	Castle Control Board Policy Mandates
Table 3	Castle Control Board Impact Statement
Table 4	Measuring of Castle Control Board Outcomes
Table 5	Programme 1 – Administration
Table 6	Program 1 – Administration: Annual and Quarterly Targets
Table 7	Programme 2 - Maintenance and Conservation of CGH
Table 8	Programme 2 - Maintenance and Conservation of CGH: Annual and Quarterly Targets
Table 9	Programme 3 - Maximising the Castle’s Tourism Potential
Table 10	Programme 3 - Maximising the Castle’s Tourism Potential: Annual and Quarterly Targets
Table 11	Programme 4 - Increase Public Access to the CGH
Table 12	Programme 4 - Public Access: Annual and Quarterly Targets
Table 13	CCB’s Full-Cost of Programmes for FY2020/21– FY2022/23
Table 14	Updated Key Risks and Mitigation
Table 15	Percentage of Significant Prior-Year Audit Findings Resolved
Table 16	Gross Revenue Generated Through Tourism and Events
Table 17	Number of Student Interns Hosted at the CGH per Annum
Table 18	Annual Number of Visitors and Tourists Attracted to the Castle

LIST OF DIAGRAMS

Figure 1	Description of the Budget Planning Process
Figure 2	CCB Planning, Budgeting and Reporting Cycle
Figure 3	The Castle Control Board’s Results-based Model
Figure 4	Measuring the Castle Control Board’s Impact Statement

ANNEXURES

Annexure A	DOD Result-Based Model
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PART A:

CASTLE CONTROL BOARD MANDATES

UPDATES TO RELEVANT LEGISLATION

The Constitution of the Republic of South Africa, Act 108 of 1996, mandates the Castle Control Board (CCB). The following sections define the mandates of the CCB as an executive organ of state (Schedule 3A Public Entity of the Ministry of Defence and Military Veterans):

Section 238. An executive organ of state in any sphere of government may:

- (a) delegate any power or function that is to be exercised or performed in terms of legislation to any other executive organ of state, provided the delegation is consistent with the legislation in terms of which the power is exercised or the function is performed; or
- (b) exercise any control or perform any duty for any other executive organ of state on an agency or delegation basis.

Table 1: Castle Control Board Constitutional and Legislative Mandates

Regulatory Framework/ Legislation	Responsibilities
Constitution of the Republic of South Africa, 1996.	<p>Section 92: Provides for the Accountability and responsibilities of members of Cabinet: Members of the Cabinet are accountable to Parliament for the exercise of their powers and the performance of their functions.</p> <p>Section 198: Provides for governing principles of national security in the Republic.</p> <p>Section 199: Provides for the establishment, structuring and conduct of security services.</p> <p>Section 200: Provides for a structured, disciplined military force and the primary objective, which is to defend and protect the Republic, its territorial integrity and its people.</p> <p>Section 201: Provides for the political responsibility and employment of the Defence Force.</p> <p>Section 202: The President as head of the national executive is the Commander-in-Chief of the Defence Force and must appoint the Military Command of the Defence Force.</p> <p>Section 204: A civilian secretariat for Defence must be established by national legislation to function under the direction of the Cabinet member responsible for Defence.</p> <p>Section 41(1) Provides for the principles of cooperative government and inter-governmental relations.</p>

Regulatory Framework/ Legislation	Responsibilities
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
Public Finance Management Act, Act No. 1 of 1999	<p>SECTION 13: Deposits into the National Revenue Fund.</p> <p>SECTION 29 (2)(A) AND (B): Expenditure before the annual budget is passed.</p> <p>SECTION 36: Appointment as the Accounting Officer.</p> <p>Furthermore, among other things, the Accounting Officer is to ensure the provision and maintenance of effective, efficient and transparent systems of financial and risk management and internal control in accordance with sections 13; 29 2 (a)(b);</p> <p>SECTION 38: General responsibilities of accounting officers.</p> <p>SECTION 39: Accounting officers' responsibilities relating to budgetary control.</p> <p>SECTION 40: Accounting officers' reporting responsibilities.</p> <p>SECTION 41: Information to be submitted by accounting officers.</p> <p>SECTION 42: Accounting officers' responsibilities when assets and liabilities are transferred.</p> <p>SECTION 43: Virement between main divisions within votes.</p> <p>SECTION 44: Assignment of powers and duties by accounting officers.</p> <p>SECTION 45: Responsibilities of other officials.</p> <p>SECTION 46: Application of public entities.</p> <p>SECTION 47(1)(A): Unlisted public entities.</p> <p>SECTION 63: Financial responsibilities of executive authorities.</p> <p>SECTION 64: Financial responsibilities of executive authorities.</p> <p>SECTION 65: Tabling in legislatures.</p> <p>SECTION 81: Financial misconduct by officials in departments and constitutional institutions.</p> <p>SECTION 89: Functions of Accounting Standards Board.</p>
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 MOD&MV
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

The Board has identified that the current founding legislation is dated and submitted a review document to the MOD&MV. The outcome of this legislative review process will provide much-needed clarity to the CCB and its stakeholders.

Updates to Institutional Policies and Strategies

Six other related policy mandates will guide the CCB during the development and implementation of the Tourism Marketing and Commercialisation strategy:

Table 2: Castle Control Board Policy Mandates

Serial No	CCB Policies and Strategies Names	CCB Policies and Strategies Short Descriptions
1	Integrated Conservation Management Plan (2019)	A comprehensive plan that governs every heritage, tourism, events and other aspects that required management intervention at the Castle.
2	The National Tourism Act (2012)	Regulates all matters about the South African tourism industry
3	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
4	National Development Plan Vision 2030 (2011)	This plan is the country's development blueprint for the next 15 years

UPDATES TO RELEVANT COURT RULINGS

The following court rulings may impact the first year of the next MTSF:

- **Kamers Vol Geskenke:** the organisers of this art/retail/lifestyle event have refused to pay the CCB R100,000 for an event that we hosted at the Castle. The CCB is litigating against Kamers to send out a strong message to the private sector that they should honour and respect the Castle, the CCB and Government.
- **The Castle Military Museum Foundation:** the remaining Trustees are contesting an order from the CCB and CLog to not remove any heritage artefacts that the Foundation acquired for the Castle's benefit with finance obtained from the National Lottery and other donors. The CCB argues that the direct association with the Castle secured the National Lottery funding for these artefacts and that these should thus stay in the Castle Military Museum, which resides within a DOD property.

The CCB cannot support an ill-considered dispersal without proper oversight and accountability for public assets.

PART B:

CCB STRATEGIC FOCUS

VISION

The Castle of Good Hope 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 the 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 collective 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

UPDATED SITUATIONAL ANALYSIS

EXTERNAL ENVIRONMENT ANALYSIS

Besides the clear electoral mandate that directs and governs the 2020-2025 MTSF planning process, global and domestic political, socio-economic and cultural developments have prompted the CCB to take an in-depth look at where it is going. The China-USA trade war, economic slowdown, increased unemployment, deepening global and local inequalities, rising fuel prices, rapid climate change, the so-called 4th Industrial Revolution and increased terrorist-activities, the Corona-virus pandemic, frames the medium-term strategic thinking and interventions.

Given the Castle of Good Hope's historical association with armed colonial conquest, land dispossession, imperialism, apartheid and oppression, its strategic operations cannot be divorced from a very dynamic and sometimes explosive international but also domestic political environment. The fact that the site is still semi-militarised complicates the situation. More than often disgruntled Khoi, youth or military veteran groups would visit the Castle, anticipating some antagonism from other users and stakeholders.

The political dimension plays itself out in numerous ways: at the level of heritage management there is the perpetual contestation between social groups who view it as a "bastion of white civilisation in darkest Africa", as to those who perceive it as a "symbol of armed colonial conquest". These opposing worldviews manifest itself in negative social media, attacks on the organisation and reputational damage. A powerful, unified communications strategy is viewed as an anecdote to deal with this political threat.

More serious is the threat of international terrorism that has increased over the last few years with radical groups continuing to destabilise countries and regions of the world. Common to this is the use of improvised explosives devices, suicide bombings, kidnappings, bombings, destabilisation, occupation of ungoverned areas as launch bases, exploitation of security vacuums and creating volatile situations that undermine the authority of the state. The Castle, as a "soft" tourism attraction, is a potential target for these kinds of intentions.

The Castle Control Board is almost entirely reliant (98%) on self-generated income from tourism, events and rentals to fund its heritage and educational programmes. Given that the organisation is mostly relying on domestic tourism, the fact that the South African economy set to grow at a meagre 1.2% over the next MTSF, is posing a significant threat to the financial sustainability of this small but vibrant entity.

The economic outlook has even further weakened since the 2018 Medium Term Budget Policy Statement (MTBS), the Gross Domestic Product (GDP) growth outlook has been revised down to less than 1.5 per cent from an estimated 1.7 per cent due to fragile recovery in employment and investment. The recent drought and perceptions about crime are further inhibiting growth in the tourism sector.

The world population continues to grow and is projected to reach 8.3 billion people by 2030. The four demographic trends that will fundamentally shape economic and political conditions, as well as international relationships, are increased life expectancy, overall population growth with a disproportionate youth bulge, migration and urbanisation.

The 4th Industrial Revolution will have a profound impact on the social construct. This will revolutionise education to provide the skills for sustainable employment. Automation, robotics and artificial intelligence will lessen the demand for unskilled labour, consequently placing additional pressure on social services.

Cyber connectivity and the concept of a global village will exacerbate the migration of skilled people critical to the economy. Besides, trans-national crime syndicates exploit migration tendencies to expand illicit activities undermining the sovereignty and economic growth which results in instability. South Africa will remain an attractive destination for legal and illegal migrants. This will strain social services and place additional pressure on the fiscus. This creates increased competition for already constrained resources.

The inability of the government to meet the demand for social services coupled to the lack of employment opportunities results in increased violent protests, particularly amongst the youth. These violent protests are characterised by lawlessness and criminal acts that undermine the fabric of society with women and children bearing the brunt. Gangsterism and syndicated crime undermine the authority of the state. Unemployed youth is a real threat to domestic stability.

The Castle is right amid these social ills and must work out a means to deal with them in a decisive but humane manner.

The rising international trend of targeting political institutions and processes should be a severe concern for South Africa. Cyber adversaries and information security professionals are perpetually engaged in cyber warfare focused around the access to and the prevention of access to sensitive data. In 2018, individual members of the organisation gained access to emails and other electronic information and used it to smear the Board's right name. The State and the Castle Control Board must place cybersecurity as a strategic priority.

Experiences over the past few years have demonstrated that the Castle Control Board needs to be legal-wise. Although the presence of two legal professionals on the Audit Committee assisted greatly, the frequency of litigation renders the organisation vulnerable.

Extreme weather conditions may occur more often as climate change takes place. These effects would not be evenly distributed throughout the world. Resource scarcity, population growth and climate change may increase the potential for conflict over disputed land and water. The recent drought in the Western Cape demonstrated the impact of climate change on a strategic economic sector such as tourism.

INTERNAL ENVIRONMENT ANALYSIS

One of CCB's most significant threats is its going concern linked to financial sustainability. Having received no direct financial subsidy from the national fiscus to date (despite legislation permitting the organisation), the CCB has been restricted to operate as a relatively small, heritage management agency of the MOD&MV. Any investment would lead to an exponential growth in output in the CCB's strategic and conventional operations.

While the 350th commemoration of the CGH in 2016 has significantly enhanced the global stature of the CCB in local, national and international heritage circles, it was the completion of the R108 million renovation project of the Castle that 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 MOD&MV family, and with the ICMP as a 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's income generation capacity and drive towards sustainability is often weakened by other organisations operating on site. The transfer of Het Bakhuis to the CCB and the overall role of IZIKO and the Officers Messes at the CGH must be resolved if the CCB is to realise its full financial viability;
- To execute its entire mandate, the CCB's own-generated income (R7.8 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 bricks-and-mortar investment but enhance it;
- The additional resources required has been calculated at a nominal amount of between R850 000 and R1.5 million per annum and should be ring-fenced as an operational subsidy based on a tightly managed MOA; and
- In the light of the recent cost-containment measures, all state entities and departments must be strongly encouraged to use the CGH's conference and events facilities for government functions.

As mentioned elsewhere in the SP, the Castle Control Board is legislatively responsible for the overall management, maintenance and promotion of the Castle of Good Hope as a heritage site and tourist attraction.

During the past MTSF it excelled in both the corporate governance and operational delivery environment; the clean audits in the three outlying years a strong testimony this. However, it did so under severe financial strain as highlighted by the latest AGSA's findings. CCB's delivery approach is one of enterprise risk management. It takes its top risks (funding, safety & security, multi-stakeholder demands, public image and conservation), to design and operational plans, processes and procedures at all organisational levels.

In terms of this legislative mandate, the organisation is expected to provide a range of public services and goods on behalf of the DOD and the DMV to local community members, tourists, learners, students, youth groups, military veterans, conservation agencies, exhibitors, performers, cultural organisations, traditional authorities, filming companies, event-organizers, military institutions and the like.

To successfully execute this legislated mandate, requires the necessary resources. During the previous MTSF, it could do this without any direct funding from the DOD or National Treasury because it could tap into historically accumulated surpluses. However, as the demands from its clients grow, the DOD must look at a sustainable funding model that includes own-generated funding through tourism and events, and nominal state funding.

To this end, the responsible commercialisation of the Castle of Good Hope as a heritage site requires vigilance and proper environmental impact assessments. In January 2018, the DOD appointed a research team to develop a fully-fledged Integrated Conservation Management Plan, the first in the history of the Castle. This plan was completed in November 2019 and guide the preservation and conservation of the physical structure of the Castle and the impact of tourism, events, filming and other user-related activities. The CCB regards the balance between protection, adaptive-reuse, public access and commercialisation as sacrosanct and has shared many a valuable lesson to local and global heritage audiences. It is in the country's interest to transform past symbols of exclusion, suffering and oppression into beacons of healing, learning, nation-building and hope!

The ability of the Board to deliver its full range of services to the public (as per its legislated mandate) is also dependent on close collaboration with the MOD&MV and other line and/or support departments and institutions, as well as external experts. Therefore, the Board has strengthened its established relationships with central DOD units such as the Directorate of Strategic Planning, CFO's Office, Strategy & Planning, the Legal Office, the Logistics Division and the Office of the Minister's Chief of Staff. The CCB also managed to establish and develop new strategic relationships to support the Minister's initiatives. The Logistics Division, the custodian of the Castle as a Defence Endowment Property, has ring-fenced some funding for maintenance and repair works at the Castle. This is in support of the 2016 significant renovation programme of the citadel. This contribution significantly enhances the overall appearance of the Castle after the departure of the National Public Works maintenance team.

Close relations exist with stakeholders also represented on the Castle Control Board, therefore sharing and assisting in management efforts as part of the strategic objectives of the Castle Control Board as stipulated in the Castle Management Act.

The CCB is also aware that stakeholders require a more open communication of its activities and achievements hence a massive increase in public relationship and media activity (over 500 million people reached through the media) during the year under review. However, the Board has taken a deliberate decision that a partnership for the sake of alliances is no longer enough; the partnership needs to show a return on investment and that all stakeholders and partners are required to contribute positively and constructively towards the successes and achievements of the Castle as one citadel.

Given the world-wide significance of the Castle of Good Hope, the organisation actively reached out and involved the Dutch, British, Spanish and French Consulates in some of its significant activities. These relationships are starting to prove tangible results with the SA High Commissioner in Sri Lanka inviting the CEO to present the Castle's vision and programs to an international audience at the Galle Literary Festival, January 2018. This was followed by a high-profile conference on decolonisation held in Brussels in October 2019.

This international exposure has increased awareness of the Castle, and the positioning of the Castle as a place of reflection, healing and nation-building placed a greater responsibility on the CCB to ensure that we manage these demands responsibly and sensitively.

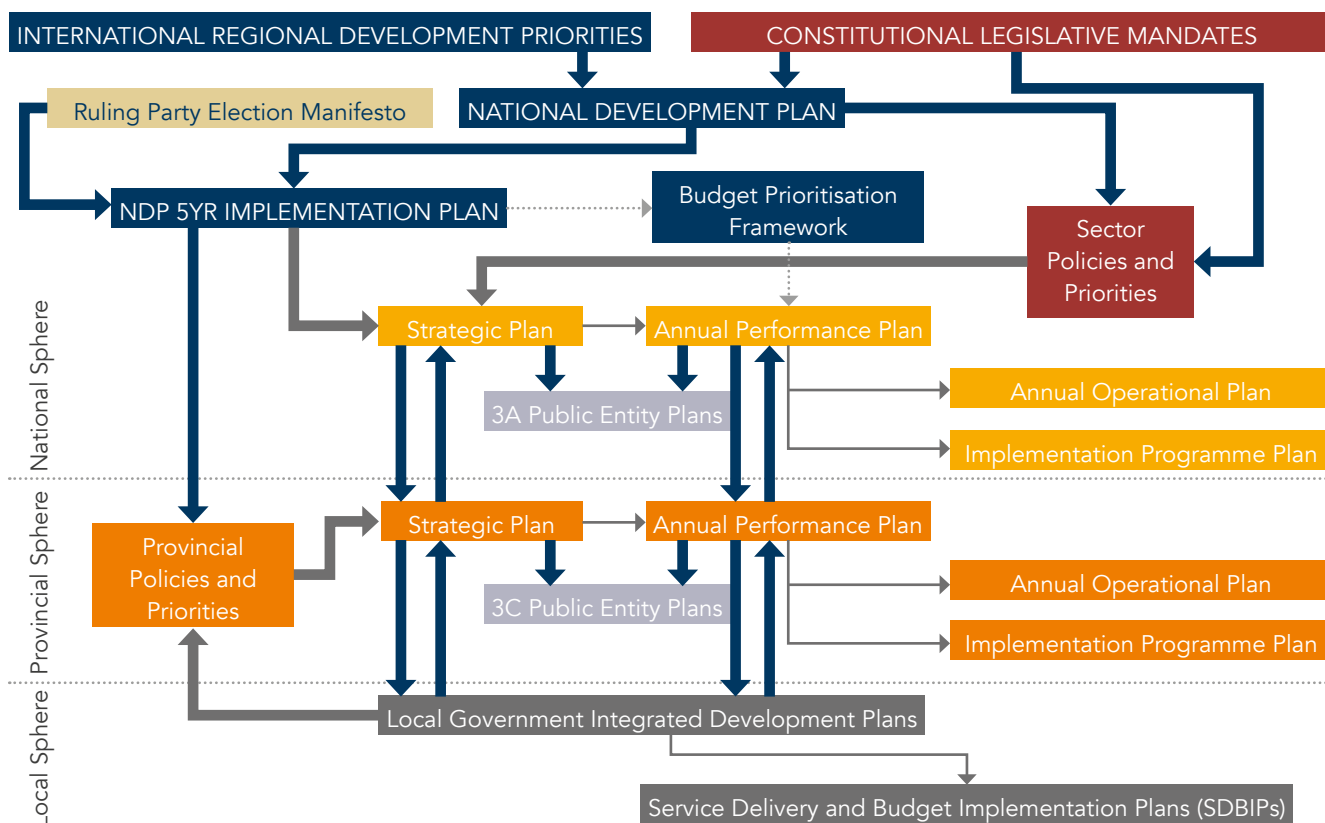
PART C:

MEASURING CCB PERFORMANCE

DESCRIPTION OF THE CCB PLANNING, BUDGETING AND REPORTING CYCLE

Over the 2020-2025 MTSF period, the CCB will continue to support the Government's priorities and ultimately the National Development Plan (NDP), Vision 2030 as well as the NDP 5-year Implementation Plan. We shall ensure that CCB strategies align with the National, Provincial and Local Government Planning Cycle, as articulated in the Revised Framework for departmental SP and APP and as reflected in Figure 1 below.

Figure 1: Description of the Budget Planning Process



The implementation of the NDP, Vision 2030, through the NDP 5-year Implementation Plan will mainly focus on job creation, poverty reduction and the reduction of inequality. In support of the NDP, Vision 2030 and the NDP 5-year Implementation Plan, the Governmental priorities for the 2019 to 2024 MTSF were developed to which the CCB will contribute both directly and indirectly as addressed in this Plan. These focus areas will be supported by the following Pillars of Government and the Governmental priorities:

- i. **Priority 1:** Capable, Ethical and Developmental State
- ii. **Priority 2:** Economic Transformation and Job Creation
- iii. **Priority 3:** Education, Skills and Health
- iv. **Priority 4:** Consolidating Social Wage through Reliable and Basic Services
- v. **Priority 5:** Spatial Development, Human Settlements and Local Government
- vi. **Priority 6:** Social Cohesion, Safer Communities
- vii. **Priority 7:** A better Africa and a Better World

CCB STRATEGY MAP OVERVIEW

The CCB governance processes will continue to provide the departmental norms and standards within which result-based planning, budgeting, reporting and risk management operations will be executed in the realisation of the CCB's heritage and conservation mandates. The CCB Planning, Budgeting and Reporting Cycle are outlined in Figure 2, ensuring compliance with national legislation through the following:

- The implementation of the departmental outcomes-based (result-based model in Figure 3) planning, budgeting, reporting and risk management in the CCB.
- The alignment of departmental planning, budgeting, monitoring (reporting), evaluation and risk management processes.
- Improved output delivery, accountability and compliance.
- Defence performance information management focused strategically on meeting the Defence mandate as aligned with the intent and priorities of Government to ensure the delivery of value to the citizens of the RSA.

CCB'S PERFORMANCE INFORMATION ALIGNED TO CCB AND DOD'S STRATEGIC MAPS

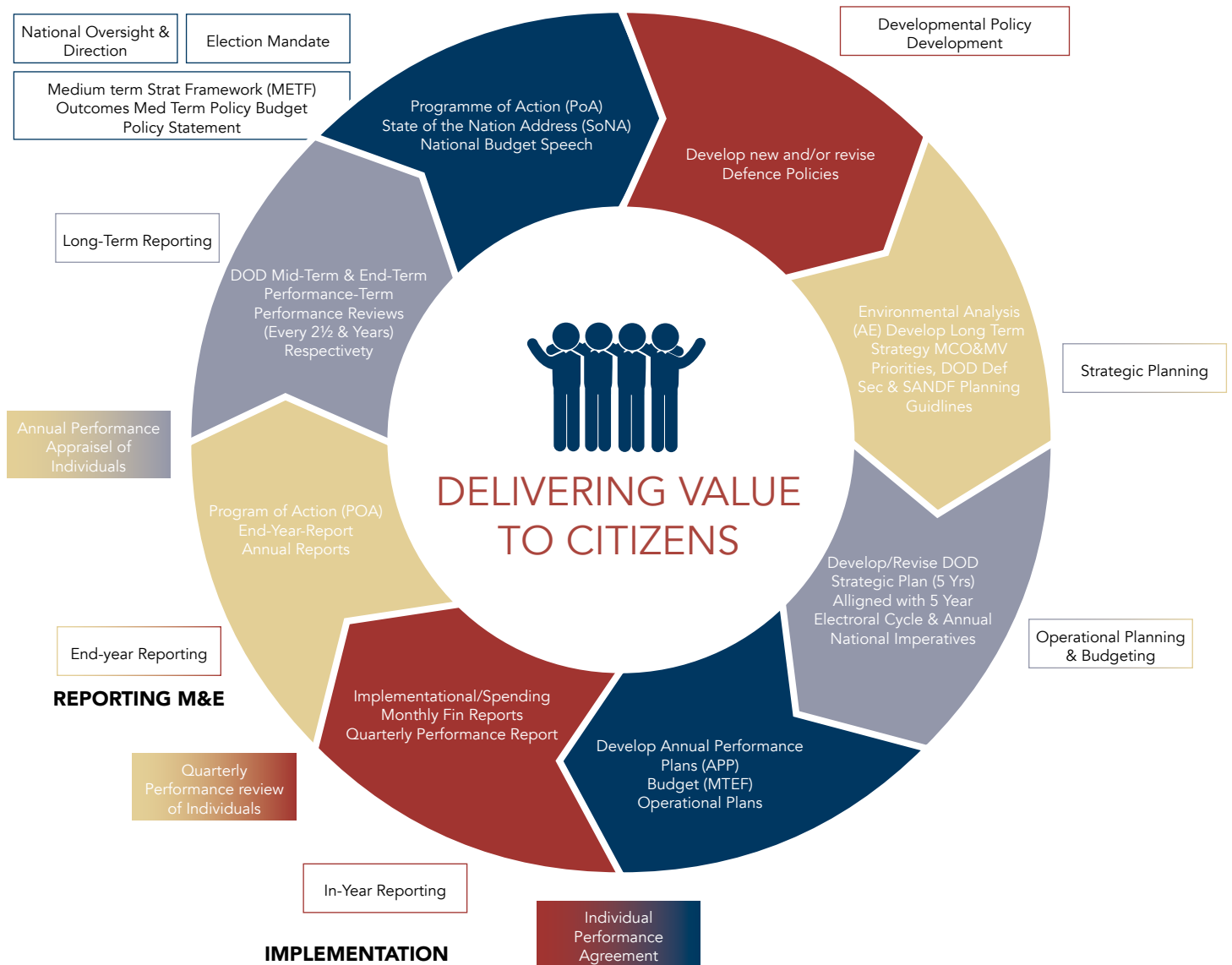
The updated/revised CCB SPF will continue to provide the norms and standards within which the defence outcomes-based planning, budgeting, reporting and risk management process are executed in the realisation of the CCB's mandate. The CCB SPF aims primarily at ensuring the following:

- The implementation of an outcomes-based (logical model) planning, budgeting, reporting and risk management in the CCB.
- The alignment of planning, budgeting, monitoring and evaluation (reporting) processes and risk management of the CCB with the requirements of national legislation.
- Improved output delivery accountability and compliance.
- CCB performance information management focused strategically on meeting the CCB's mandate as aligned with the intent and priorities of Government to ensure the delivery of value to the citizens of the RSA.

THE CCB PLANNING, BUDGETING AND REPORTING CYCLE

The CCB Planning, Budgeting and Reporting Cycle are outlined in Figure 2 below.

Figure 2: CCB Planning, Budgeting and Reporting Cycle



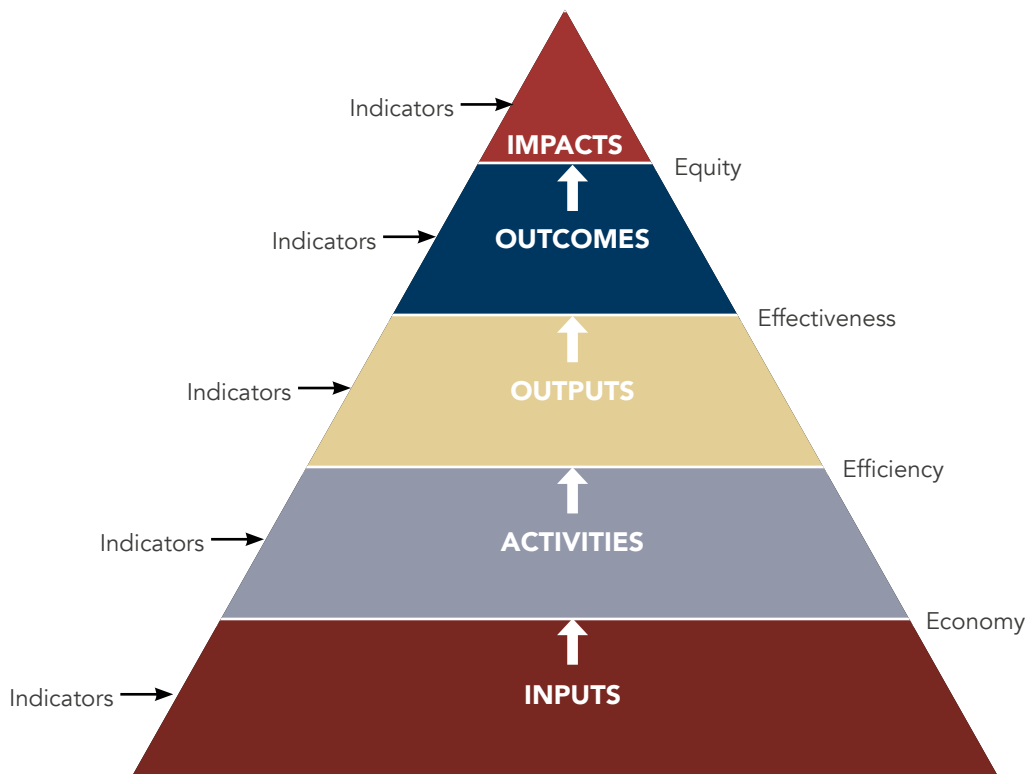
The CCB Result Based Model is developed in alignment with the National Treasury (NT) "Logic/Results-Based Model" requirements as prescribed in the NT Framework for Managing Programme Performance Information and the Result Based Concepts as articulated in the Revised Framework for Strategic Plans and Annual Performance Plans as directed by Department of Planning, Monitoring and Evaluation (DPME).

The following key components of the logic model are outlined and formalised in the CCB Strategic Planning Framework (SPF):

- **Impacts.** CCB Impacts managed through the achievement of planned outcomes. "Equity" indicators at the "outcome/impact" level of the model explore whether services are being provided impartially, fairly and equitably to all stakeholders.
- **Outcomes.** CCB Outcomes are defined as "that which we wish to achieve" and are the medium-term results for specific beneficiaries that are the consequence of achieving outputs.

- **Outputs.** CCB Outputs are defined as “*what we produce or deliver*” and include the final products, goods and services produced for delivery. Outputs, as with activities and inputs, are planned and budgeted for and implemented under the control of the Board.
- **Activities.** CCB Activities are defined as “*what we do daily*” and include the processes or actions that utilise a range of inputs (resources) to produce the desired outputs and, ultimately, outcomes. “Economy” indicators at the “input/activity” level of the models explore whether specific inputs are acquired at the lowest cost and at the right time and whether the method of producing the requisite outputs is economical.
- **Inputs.** CCB Inputs (resources) is defined as “*what we use to do the work daily*” and include the resources that contribute to the production and delivery of our Outputs and Activities.
- **Defence Building for the Future (Defence Sustainability).** The Defence perspective Building for the Future (BFF) outlines how the defence will endeavour to ensure its future sustainability and relevance moving forward into the MTEF and beyond through structured departmental initiatives and processes.

Figure 3: The Castle Control Board’s Results-based Model



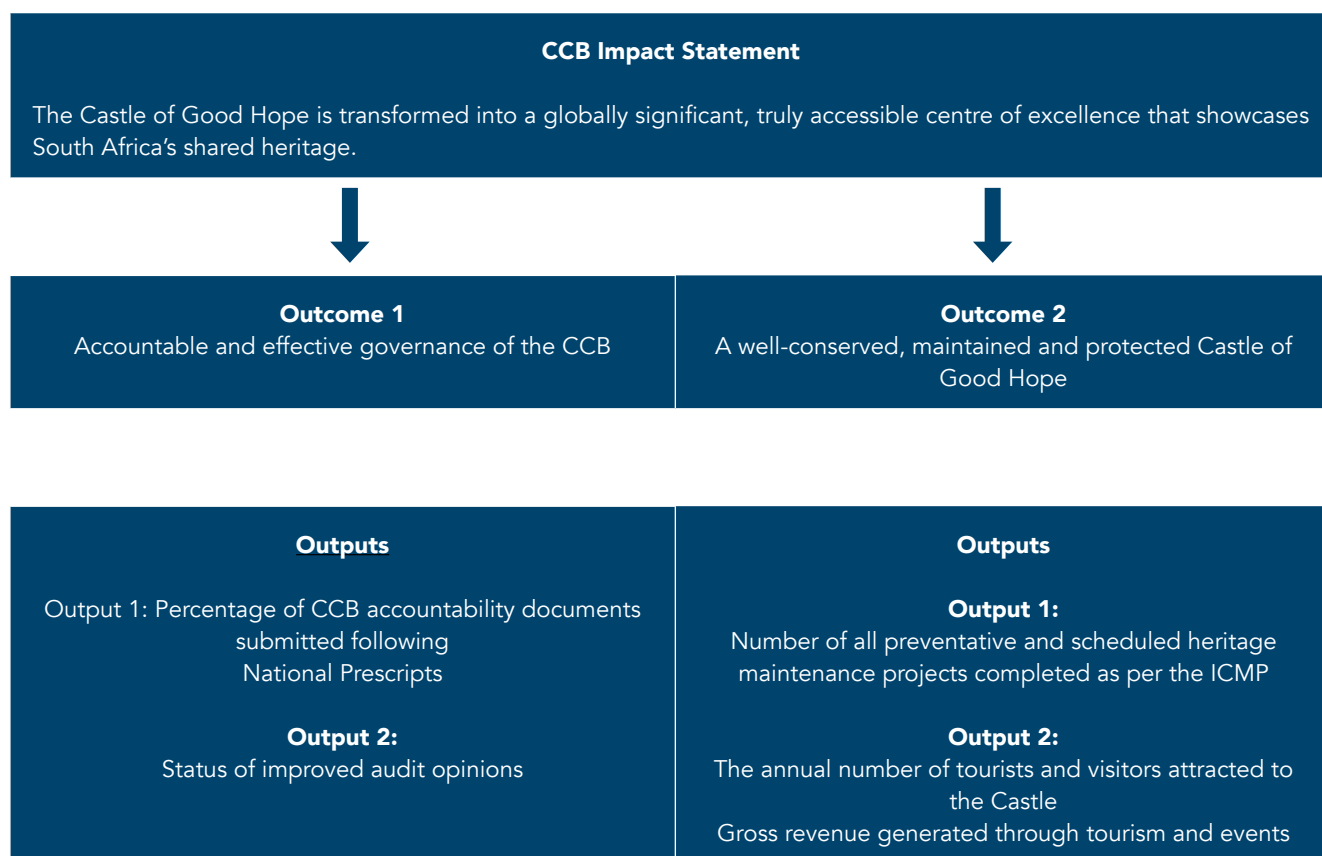
The above Results-Based Model (Figure 3) and the components provided therein, systematically add value to the CCB when supported by well-defined and auditable performance information (Impact, Outcome and Output performance indicators and targets) thereby providing for and enabling the “measuring of what must be done and what has been achieved”.

For the CCB to ensure alignment with its Constitutional and other Strategic Mandates, its Impact Statement is reflected in Table 4 below:

Table 3: Castle Control Board Impact Statement

Impact Statement	The Castle of Good Hope is transformed into a globally significant, truly accessible centre of excellence that showcases South Africa’s shared heritage.
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Figure 4: Measuring the Castle Control Board's Impact Statement



The detailed performance Outcomes (accumulated over the MTSF) in support of the above CCB Impact Statement is provided in the table below. These are the high level, measurable, impactful ones. The five Annual Performance Plans developed over the MTSF shall contain other, secondary outcomes and outcome indicators.

Table 4: Measuring of CCB Outcomes

S/No	Outcomes	Outcome Indicators	Baseline	Five Year Target
1	Accountable and effective governance of the CCB	Percentage of CCB accountability documents submitted following National Prescripts	97% (Based on the previous MTSF audited performance)	97% (Based on the last MTSF average audited performance)
		Status of improved audit opinions	Reduced number of audit qualifications	Decrease (reduce) the audit opinions to unqualified opinions.
2	A well-conserved maintained and protected Castle of Good Hope	Number of all preventative and scheduled heritage maintenance projects completed as per the ICMP	100% of all maintenance and repair projects completed	96% (Based on previous performance and the erratic nature of breakages)
		The annual number of visitors and tourists attracted to the Castle	867 000	981 000 (Based on previous 3 years' performances but with limited offering)
		Gross revenue generated through tourism and events	R24.4 million	R25.5 million (Based on previous 3 years' performances without Revenue Generation Plan)

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. Besides, 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 begins 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 organisation.

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 organisations such as the CCB can fulfil their accountability reporting responsibilities. The Minister (through her Departmental Head) should also oversee such arrangements 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 are 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.

CASTLE CONTROL BOARD PROGRAMS FOR FY2020/21

PROGRAMME 1: ADMINISTRATION

PURPOSE

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

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

The following tables reflect the annual and quarterly targets for the Administration Programme.

Table 2: Programme 1 - Administration

Outcome	Outputs	Output indicators	Audited/Actual Performance			Estimated Performance	Medium-term Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Accountable and effective governance of the CCB	Delivery of excellent corporate governance through tight internal controls and world-class administration	Number of corporate governance policies approved per annum	3	0	3	3	4	4	4
Accountable and effective governance of the CCB	Delivery of sound financial management and control measures	Percentage of significant prior year audit findings resolved	100%	100%	100%	100%	100%	100%	100%
Accountable and effective governance of the CCB	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 Performance Plan timeously submitted to the Executive Authority	Tabled 24 March 2017	100% (1)	100% (1)	100% (1)	100% (1)	100% (1)	100% (1)

Outcome	Outputs	Output indicators	Audited/Actual Performance			Estimated Performance	Medium-term Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Accountable and effective governance of the CCB	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	100% Tabled 26 Sept. 2019	100% (1)	100% (1)	100% (1)	100% (1)	100% (1)	100% (1)
Accountable and effective governance of the CCB	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	100%	100% (1)	100% (4)	100% (4)	100% (4)	100% (4)	100% (4)
Accountable and effective governance of the CCB	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 Perform. Agreement timeously submitted to the Executive Authority and National Treasury	100%	100% (1)	100% (1)	100% (1)	100% (1)	100% (1)	100% (1)

Outcome	Outputs	Output indicators	Audited/Actual Performance			Estimated Performance	Medium-term Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Accountable and effective governance of the CCB	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 and National Treasury	-	-	-	100% (1)	-	-	-

Table 6 Program 1 Administration: (Output indicators: annual and quarterly targets)

Output indicators	Annual Target	Quarterly Targets with Sources of Verification Noted			
		Q1	Q2	Q3	Q4
Number of corporate governance policies approved per annum	4	1	1	1	1
Percentage of significant prior-year audit findings resolved	100%	-	-	-	100%
CCB Annual Performance Plan timeously submitted to the Executive Authority	100% (1)	-	-	-	100% (1)
CCB Annual Report timeously submitted to the Executive Authority	100% (1)	-	100% (1)	-	-
CCB Quarterly Reports timeously submitted to the Executive Authority and National Treasury	100% (4)	100% (1)	100% (1)	100% (1)	100% (1)
CCB CEO Performance Agreement timeously submitted to the Executive Authority and National Treasury	100% (1)	-	100% (1)	-	-
CCB Strategic Plan 2020 – 2025 timeously submitted to the Executive Authority and National Treasury	-	-	-	-	-

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. Core Programme Performance Indicators are defined as this performance information is directly linked to the sustained legislative mandate of the CCB

PROGRAMME 2: MAINTENANCE AND CONSERVATION AT THE CGH

PURPOSE

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

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

The following tables reflect the annual and quarterly targets for the Maintenance and Conservation of CGH programme.

Table 7: Programme 2 - Maintenance and Conservation of CGH

Outcome	Outputs	Output indicators	Audited/Actual Performance			Estimated Performance	Medium-term Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
A well-conserved maintained and protected Castle of Good Hope	Delivery of a range of projects and services aimed at the enhancement, upkeep and maintenance of the CGH as a heritage site	Number of preventative and regulation maintenance project completed	100%	100%	6	6	8	8	8
A well-conserved maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences	The annual increase in the number of tangible heritage projects implemented at the CGH	5	5	5	2	6	6	6
A well-conserved maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences	Number of non-commercial cultural events hosted annually at the CGH	10	10	24	10	10	10	10
A well-conserved maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences	Number of exhibitions hosted annually at the CGH	6	6	8	5	5	5	5

Table 8 Programme 2: Maintenance and Conservation of CGH: Annual and Quarterly Targets

Output indicators	Annual Target 2020/21	Quarterly Targets with Sources of Verification Noted			
		Q1	Q2	Q3	Q4
Number of preventative and regulation maintenance projects completed	8	2	2	2	2
An annual increase in the number of tangible heritage projects implemented at the CGH	6	1	2	2	1
Number of non-commercial, cultural events hosted annually at the CGH	10	2	3	2	3
Number of exhibitions hosted annually at the CGH	5	1	1	1	2

This programme emanates directly from the CGH 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 are funded by the DOD (Log Division). However, the day to day routine and preventative maintenance and conservation is the responsibility of the CCB.

PROGRAMME 3: MAXIMISING THE CASTLE'S TOURISM POTENTIAL

PURPOSE

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

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

The following tables reflect the annual and quarterly targets for the Tourism Management Programme.

Table 9: Programme 3 - Maximising the Castle's Tourism Potential

Outcome	Outputs	Output indicators	Audited/Actual Performance			Estimated Performance	Medium-term Targets		
			2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
A well-conserved and maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences to attract tourists and locals to the CGH	The annual number of visitors and tourists attracted to the Castle	155 000	232 129	201 756	170 000	185 000	190 000	196 000
A well-conserved and maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the CGH	Gross revenue generated through tourism and events	R3.995m	R5.587m	R5.683m	R8.359m	R8.903m	R9.438m	R10.005m
A well-conserved and maintained and protected Castle of Good Hope	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	23	56	52	30	30	30	30

Outcome	Outputs	Output indicators	Audited/Actual Performance			Estimated Performance	Medium-term Targets		
			2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
A well-conserved maintained and protected Castle of Good Hope	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	7	33	26	14	15	15	15
A well-conserved maintained and protected Castle of Good Hope	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	2	6	3	2	2	1	1
A well-conserved maintained and protected Castle of Good Hope	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	3	4	4	2	2	2	2

Table 11 Programme 3: Maximising the Castle's Tourism Potential – Annual and Quarterly Targets

Output indicators	Annual Target 2020/21	Quarterly Targets with Sources of Verification Noted			
		Q1	Q2	Q3	Q4
The annual number of visitors and tourists attracted to the Castle	175 000	40 000	40 000	45 000	50 000
Gross revenue generated through tourism and events	R8.903m	R1 500 000	R1 750 000	R2 700 000	R2 953 000
Number of commercial events hosted annually at the CGH	30	8	7	7	8
Number of film and fashion shoots accommodated at the CGH per annum	15	3	4	4	4
Number of tourism infrastructure upgrades completed	2	-	1	1	-
Number of Joint Marketing Initiatives undertaken per year	2	-	1	-	1

This programme emanates directly from the CGH 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 optimise the tourism potential of the CGH. All revenue 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.

PROGRAMME 4: INCREASE PUBLIC ACCESS TO THE CGH

PURPOSE

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

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

The following tables reflect the annual and quarterly targets for the Increase Public Access to the CGH Programme.

Table 12: Programme 4 - Increase Public Access to the CGH

Outcome	Outputs	Output Indicator	Audited/Actual Performance			Estimated performance	MTEF period			
			2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/2023
A well-conserved maintained and protected Castle of Good Hope	Deliver a series of innovative public events aimed to promote understanding of the CGH as a heritage icon	The annual number of potential visitors reached through the media	25m	518m	365m	60m	60m	60m	80m	80m
A well-conserved maintained and protected Castle of Good Hope	Delivery of a range of public programmes with SA schools, cultural groups and special community groups	Number of student interns hosted at the CGH per annum	30	26	15	12	12	12	12	12
A well-conserved maintained and protected Castle of Good Hope	Delivery of a range of public programmes with SA schools, cultural groups and special community groups	Number of heritage-educational programmes organised for women, unemployed youth, disabled and traditional communities	12	46	25	12	12	12	12	12
A well-conserved maintained and protected Castle of Good Hope	Delivery of a range of public programmes with SA schools, cultural groups and special community groups	Number of heritage programmes organised for Military Veterans	6	8	15	6	6	6	6	6

Table 13 Public Access – Annual and Quarterly Targets

Output indicator	Annual Target 2020/21	Quarterly Targets with Sources of Verification Noted			
		Q1	Q2	Q3	Q4
The annual number of potential visitors reached through the media	60m	20m	10m	10m	20m
Number of student interns hosted at the CGH per annum	12	6	2	2	2
Number of heritage-educational programmes organised for women, unemployed youth, disabled and traditional communities	12	3	3	3	3
Number of heritage programmes organized for Military Veterans	6	2	1	1	2

This programme emanates directly from the CGH Management Act (1993) that states that the CCB is responsible for the optimisation 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 delicate balance between this objective and the need to meet commercial demands. They often rely on the government, corporate and public sponsorship and goodwill to realise this objective to its fullest.

PROGRAMME RESOURCE CONSIDERATIONS

CCB EXPENDITURE ESTIMATES

The following table outlines the CCB's expenditure estimates FY2020/21 to FY2022/23.

Table 14: CCB's Full-Cost of Programmes for FY2020/21– FY2022/23

Serial No	Programme	2020/21		2021/22		2022/23	
		(R'000)		(R'000)		(R'000)	
		Full Cost	Budget Amount	Full Cost	Budget Amount	Full Cost	Budget Amount
1	Administration	7 971	7 971	8 450	8 450	8 957	8 957
2	Conservation Management	623	623	660	660	700	700
3	Tourism Management	80	80	85	85	90	90
4	Public Access	229	229	243	243	258	258
5	TOTALS	8 903	8 903	9 438	9 438	10 005	10 005

The spending focus of the CCB over the medium term is to capitalise on the investments of the past MTEF. The organisation'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 (R7.971 million): The organisation will continue to deliver a comprehensive range of visitor services such as tourist literature, maps, guide books, an upgraded information centre, updated website, better and brighter signage, an improved security system, an outside restaurant/kiosk as well as more diverse 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 most significant spending programme is Administration. Within this programme, employment cost is the most significant expenditure driver. There are 18 people employed by the CCB.

To meet its legislative mandate, the CCB is making provision for 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 FY2020/21.

Programme 2 - Conservation Management: The second biggest expenditure item is the Preservation, Interpretation and Showcasing Programme of the CGH's Heritage which amounts to **R0.623 million** for the FY2020/21. 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 **R80 000 and R229 000 FY2020/21**), the other two programmes (Maximising tourist potential and Increased public access) are also crucial 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 organisation's revenue generation capacity but cut cost and increase productivity. But the most significant advantage is the fact that it will limit damage to the renovated spaces caused by the reckless movement of equipment through 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 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 (**R5.719million in 2019**) 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.

This revenue amount excludes the R3.342million from the donation of assets by the Department of Military Veterans.

The stagnation in the tourism industry has adversely affected revenue growth and has seen a 6% decrease in revenue from R6.093million in 2017/18 to R5.719million in 2018/19.

The CCB is highly committed to optimising the income potential of the CGH without compromising its historical 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.

Among the strategies adopted by the Board to increase more revenue is the increase in fees for hosting events at the Castle of Good Hope. The Board considered that the venue rental fees have been unchanged for more than 20 years. The increase will be affected from 2020/21 without causing significant disruptions in the tourism industry. Entrance fees have not been increased.

UPDATES KEY RISKS

The Castle Control Board continues to pursue its commitment towards the enabling of the effective management of risks throughout the organisation through the continuous adoption of best practices and methodologies relating to enterprise risk management, tailored to the department portfolio while ensuring legislative compliance.

The Board acknowledges that risks are unavoidable in the context of the department and will, therefore, strive to ensure that a culture of risk management is institutionalised in organisational processes thereby reducing risk exposure to an acceptable level. The identified Castle Control Board Enterprise Risks continue to be subjected to regular monitoring and scrutiny by relevant departmental management forums, oversight and governance structures that include amongst others, the Castle Control Board of Directors, the Audit and Risk Committee, Internal Audit Unit, Castle Management and the Portfolio Committee of Defence and Military Veterans.

The transversal Castle Control Board Enterprise Risks listed below may harm the realisation of the departmental outputs of the associated budget programmes during the FY2020/21 MTEF and will be attended to through the application of the noted organisational risk responses.

Table 15: Updated Key Risks and Mitigation

Outcome	Key risks	Risk mitigation
A well-conserved maintained and protected Castle of Good Hope	Inadequate financial resources inhibiting us from executing our primary mandate i.e. to conserve and promote CGH as Heritage Site.	See through the legal and compliance processes to apply to Treasury for the retention of historic surpluses
Accountable and effective governance of the CCB	Insufficient Human Resources capacity hampering our endeavours to fulfil our core mandates.	Retrain and redeploy existing staff, recruit key staff, e.g. Financial Manager in terms of an HRD Plan
A well-conserved maintained and protected Castle of Good Hope	Blurred and overlapping responsibilities regarding the overall management of the CGH precinct negatively affecting our ability to coordinate and optimise the resource base.	Integrated CGH Management Plan drafted, inter-institutional management structure revived and Revenue Optimisation Plan to be finalised.
A well-conserved maintained and protected Castle of Good Hope	Compromised security in and around the CGH undermining the work of the CCB.	Executive Director engages with Reserve Force Units, SAPS and City Improvement District to address this serious issue.
Accountable and effective governance of the CCB	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.	Newly appointed Executive Director and Chief Financial Officer are leading the initiative to ensure complete compliance
A well-conserved maintained and protected Castle of Good Hope	The compromising of the image of the Castle either through malice or abuse of its spaces and amenities	Executive Director to engage stakeholders and the media.

PUBLIC ENTITIES

The CCB does not have public entities reporting to it.

INFRASTRUCTURE PROJECTS

The CCB does not have any planned, nor is it involved in any infrastructure projects over the MTSF period.

PUBLIC-PRIVATE PARTNERSHIPS

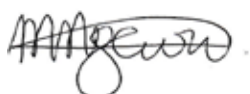
The CCB does not envisage any PPP over the MTSF period.

PART D:

TECHNICAL INDICATOR DESCRIPTION

Table 16: Percentage of significant prior-year audit findings resolved

Indicator title	Percentage of significant prior-year audit findings resolved
Definition	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 a baseline and set itself annual targets to reduce these adverse findings to zero i.e. achieve a clean, unqualified audit scorecard.
Source of data	Management and audit reports, internal audit reports, board and audit committee minutes.
Method of calculation or assessment	Using the actual number of adverse audit findings of the preceding year as a baseline, the Board sets itself a strict target by which this should be reduced.
Means of verification	Comparing prior year audit findings in the management letter to the current year and assessing the movement.
Assumptions	
Disaggregation of beneficiaries	The target for women: N/A The target for youth: N/A The target for people with disabilities: N/A
Spatial transformation	N/A – corporate governance
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Ensure that all issues are resolved
Indicator responsibility	CFO



Mandla Ngewu

Table 17: Gross revenue generated through tourism and events

Indicator title	Gross revenue generated through tourism and events
Definition	<p>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.</p> <p>By measuring the numbers and income through tourism, it will become evident whether the CCB utilises its allocation most cost-effectively and efficiently to ensure amongst others the sustainability of the CGH.</p>
Source of data	Ticket sales, events income, film income, rental income
Method of calculation or assessment	Adult visitors pay R50, students, individual learners and pensioners R25, learners in groups pay R8 respectively. Revenue is determined by reconciling the receipts with gate takings, this indicator is measured and reported on daily, monthly, quarterly and annually. The same goes for 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.
Means of verification	Cash receipt registers, bank statements and reconciliations, general ledger, trial balance, annual financial statements, contracts for events, rental contracts
Assumptions	There might be write-offs that will affect the income generated.
Disaggregation of beneficiaries	<p>The target for women: N/A</p> <p>The target for youth: N/A</p> <p>The target for people with disabilities: N/A</p>
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	CCB will strive to collect the budget amount, but as it mostly relies on walk-in clients, there is an element of unpredictability which may result in either a lower or higher revenue collected than anticipated.
Indicator responsibility	CFO



Mandla Ngewu

Table 18: Number of student interns hosted at the CGH per annum

Indicator title	Number of student interns hosted at the CGH per annum
Definition	<p>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.</p> <p>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 allowed to be exposed and learn from such an essential cultural-historic site such as the CGH.</p>
Source of data	Internship and learnership contracts
Method of calculation or assessment	The number of interns employed during the period.
Means of verification	Verify the number of interns that have successfully completed their internship.
Assumptions	

Disaggregation of beneficiaries	Internships are usually targeted to empower women and youth. People living with disabilities are accommodated, but the challenge lies in the architecture of the site which hampers access as well as the nature of programmes such as tourism and events which require more engagement with clients. Financial resources to cater for all target groups remain.
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	CCB will strive to meet its targets, but this is constrained by financial resources. With more financial support, many youths would be employed. The terrain makes it a challenge to use youth living with disabilities.
Indicator responsibility	Heritage Manager



Sonwabile Maxebengula

Table 19: Annual Number of Visitors and Tourists Attracted to The Castle

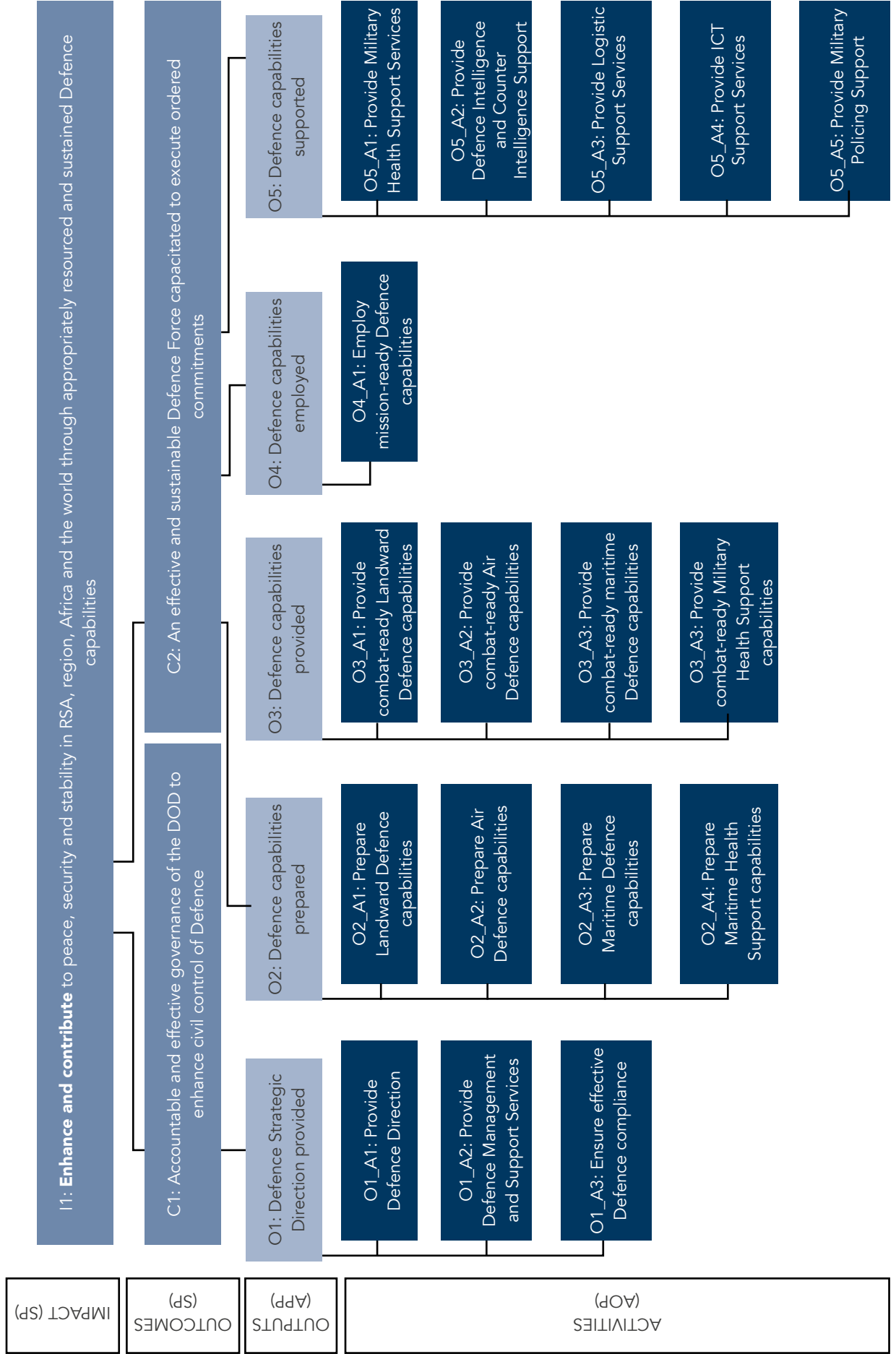
Indicator title	The annual number of visitors and tourists attracted to the Castle
Definition	Government, through the DOD and DPW, invests millions of Rand in the upgrading and maintenance of this heritage site. To reap the return on this investment, the CGH must fulfil its role as a cultural, educational, and tourism site attracting more significant 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 most cost-effectively and efficiently to ensure, amongst other the sustainability of the CGH.
Source of data	Visitor statistics (from ticket sales, events, filming and general), meeting attendance registers
Method of calculation or assessment	Quantitative – number of visitors coming through to the site per annum.
Means of verification	Physical verification of ticket sales from the CCB and from other stakeholders, meeting attendance registers and events registers.
Assumptions	Target visitors will surpass the previous periods.
Disaggregation of beneficiaries	There is no control over who visits, but efforts are made to target the youth. People living with disabilities are accommodated but the nature of the site makes this a challenge. The board has plans to ensure the site is easily accessible to people living with disabilities, but this is hampered by financial difficulties.
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	CCB will strive to meet its targets, but this is constrained by financial resources. With more financial resources, the terrain would be made more accessible for people living with disabilities.
Indicator responsibility	Events Manager



Derek Williams

ANNEXURE A:

DOD Result-Based Model





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Opening Time:

Daily 09:00 until 17:00

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