



## **Freedom Park**

# **Revised Annual Performance Plan 2020/2021**

## Accounting Authority Statement

The past five years marked an exciting period in the operationalisation of Freedom Park. After the completion of construction of Freedom Park, 2015-2020 ushered an era of a unique series of events, activities and strategic partnerships in honouring the heroes and heroines as inscribed through the memorialisation of 8 conflicts that shaped South Africa to what it is today.

Freedom Park is a national Legacy Project whose vision is to be a leading national and international icon of humanity and freedom. The struggle for humanity and freedom will always symbolise the universal connections among South Africans of all backgrounds and all ages. This extent to the African continent and the international community, especially those who played a crucial role during the struggle against Apartheid as a crime for humanity.

In realising the vision, Freedom Park has been home for several countries, strategic stakeholders and individuals as they took the journey of healing, reconciliation, social cohesion and nation building. The Council has benefited from time to time participation of these experiences, which had laid a foundation in providing strategic direction and oversight to the entity with a full understanding of the operations.

The entity has experienced challenges in relation to regress in annual audit performance whereby the entity obtained a qualified report in 2017/18 financial year but results has improved in the 2018/19 financial year. The entity has also experienced significant challenges in the financing of maintenance and completion of some infrastructure projects. Internal controls were therefore strengthened to improve and sustain the entity's governance, audit and ethical standing. The entity will put policies that strive to eliminate irregular, wasteful and fruitless expenditures. Policies to capacitate the entity with human capital will also be reviewed and applied in compliance to government priorities as were set by the President of the Republic in his State of the Nation Address for the new administration. The Minister's goals will be aligned with the entity's key priorities, especially those of redress, inclusivity and access.

Resource mobilisation will be the focus for the next term in order to grow the visitors' numbers who will consume the Park's products and services as well as to generate

funds. This will not be done in vain, but to intensify redress of the past as visitors are exposed to different memorialisation elements of the Park as well as engagements through dialogues, seminars etc. Freedom Park will endeavour to lead in the area of Indigenous Knowledge Systems. This will be enabled by extensive research on culture, history, heritage and spirituality.

The financial sustainability of the Institution is a key risk and together with the impact of the national state of disaster and the nationwide lockdown has necessitated the need to review the institutional plans to ensure that the plans respond to the COVID-19 pandemic and continued service delivery in the 2020/21 financial year.

A handwritten signature in black ink, appearing to be 'R Makopo', written over a horizontal line.

Mr R Makopo

Chairperson

Accounting Authority of Freedom Park

## Accounting Officer Statement

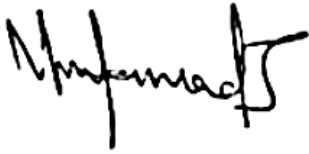
Freedom Park is about emancipating the African voices, telling the world who they are, where they come from, where they are and where they would like to be. Reconciliation and nation building represent one of the national government priorities. In emancipating the African voice, Freedom Park has in the past five years contributed to the processes of reconciliation and nation building from a heritage perspective through engagement with conflicted communities, polarized cultural groups by exploration and celebration of cultural diversity.

The five-year term 2015/2020 under review has seen the entity achieving a record high performance of 87.5% at the end of the term, as compared to other years since its establishment. To date more than 139 000 names have been inscribed on the Wall of Names, which is the main memorial recognising all eight conflicts that shaped South Africa to what it is to date. The entity has recorded an increase in revenue income since its inception, feet through the gate, especially the learners has also grown. The entity has also seen a steady growth of international visitors. The launch of the restaurant, the gift shop as well as the signing of the MOU with the Centre for the Advancement of Citizenry Participation in International Relations (CACPIR) that culminated in the establishment of The Veterans Voice online radio station operating at Freedom Park, are some of the achievements for the last five years.

The journey travelled so far was challenging, eventful, yet worthwhile and successful. Freedom Park has strived to empower visitors to reflect upon their past, improve their present and build on their future as a united nation.

In the past three (3) years the entity has experienced the toughest time due to reduction of government grants which led into deficits for three consecutive years. However, this was overcome through a financial turnaround strategy. The entity has embarked on a fundraising drive which has yielded few achievements in terms of the National Institute for Humanity and Social Science funding for educational programmes for a year, and donation of a mobile exhibition truck from SAPESI that will assist with the outreach. The next term will see the Freedom Park intensifying strategies, policies and models to attract funding from relevant stakeholders so that the entity can remain relevant and sustainable. The next term offers Freedom an opportunity to align with new developments in the country, especially the 4<sup>th</sup> industrial revolution on technological developments. These

developments will see the entity introducing online bookings, improving virtual tours as well as Customer Relations Management systems aimed at enhancing customer oriented experience. These developments will give an opportunity for structural alignment.



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**Ms J Mufamadi**  
**Chief Executive Officer**  
**Accounting Officer of Freedom Park**

## Official Sign-off

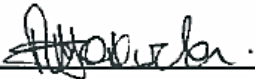
It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Freedom Park under the guidance of the Council of Freedom Park.
- Takes into account all the relevant policies, legislation and other mandates for which the Freedom Park is responsible.
- Accurately reflects the Impact, Outcomes and Outputs, which the Freedom Park will endeavour to achieve over the period 01 April 2020 until 31 March 2021.




Mr T Makhura

Head of Department: Heritage & Knowledge



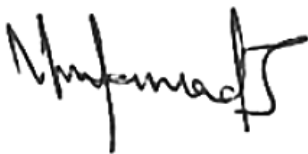
Ms M Makoela

Head of Department: Public Participation



Ms H Ramugadi

Chief Financial Officer



Ms J Mufamadi

Chief Executive Officer



Mr R Makopo

Chairperson

## ABBREVIATIONS and ACRONYMS

APP	Annual Performance Plan
B-BBEE	Broad-based Black Economic Empowerment
AA	Accounting Authority
FY	Financial Year
ICT	Information Communications Technology
MOU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NT	National Treasury
PFMA	Public Financial Management Act
SCM	Supply Chain Management
RLH	Resistance and Liberation Heritage
PAA	Pan African Archives
IKS	Indigenous Knowledge System

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## Part A: Our Mandate

### 1. Freedom Park mandate

Honour the heroes and heroines of the struggles for freedom and humanity by memorialisation and storytelling that narrates a story spanning a period of 3.6 billion years through the following seven epochs: Earth, Ancestors, Peopling, Resistance & Colonisation, Industrialisation & Urbanisation, Nationalism & Struggle, and Nation Building & Continent Building.

### 2. Constitutional mandate

Constitutional mandate relevant to Freedom Park includes:

Chapter 1	Human dignity, citizenship, national anthem, flag and languages.
Chapter 2	Bill of Rights.
Chapter 4	Compliance and adherence to Parliament in terms of it being the supreme authority.
Chapter 9	Schedule 3A Public Entity.
Chapter 10	Adhere to basic values and principles governing public administration.
Chapter 12	Align ourselves with the recognition and role of traditional leaders.
Chapter 13	Compliance with Treasury Regulations.

### 3. Legislative and policy mandates

- The Constitution of the Republic of South Africa, 108 of 1996.
- National Treasury Regulations.
- Public Finance Management Act, 1 of 1999.
- National Heritage Resources Act, 25 of 1999.
- Public Audit Act No. 25 of 2004.
- Cultural Institutions Act, 119 of 1998 effective from 01 April 2009.

### 4. Relevant Court Rulings

There are no court rulings that may have had a significant impact on Freedom Parks' on-going operations and/or service delivery obligations. Nonetheless, suitable legislative frameworks, codes of good legal practices and resources have been put in place to mitigate such future risks.

## **Part B: Our Strategic Focus**

### **5. Updated Situation Analysis**

#### **5.1. Internal Environment**

Freedom Park is a liberation heritage memorial and symbol of reconciliation - established to create and foster a post-apartheid national consciousness of the common legacy that binds the people of South Africa. The mandate of Freedom Park is to honour those who died in the struggle for freedom and humanity and to foster reconciliation, social cohesion and nation building in the country and also narrates the story of creation dating back 3.6 billion years to emancipate an African Voice. With its unique architectural structure with infusion of African features State of the art technology, Freedom Park has been Voted one of the top ten architecturally outstanding museums in the world.

Freedom Park is improving and maintaining its reputation as an institution which drove programmes of social cohesion, nation building and reconciliation through dialogues, seminars and other related events. The entity established and developed a close working relationship with electronic and print media platforms. Collaborative events with like-minded institutions received positive media coverage from community, regional to national media resulting in a record high advertising value equivalence and immense publicity for the organisation. A 3 Star grading by the Tourism Grading council was maintained over the years. Pretoria News readers voted Freedom Park as a heritage site of choice for consecutive three years. More than 54 Head of States and other dignitaries were hosted since inception. 94.2% of customer satisfaction was recorded on yearly recorded. Freedom Park has been chosen to lead the Liberation Heritage Route project for alternative memorialisation of Liberation struggles.

The past five years heralded a distinct period in the history of South Africa with celebration of 25 years since the constitutional democratic rule in the country, the Centenary celebrations of the liberation stalwarts, the first democratically elected president - Mr Nelson Mandela and Mama Albertina Sisulu, the 40<sup>th</sup> anniversary of the passing on of Professor Mangaliso Robert Sobukwe and Publication of the book entitled "Freedom Park: A place of Emancipation and Meaning"

Over the years, the entity enjoyed the much-needed cooperation of valued organisations and institutions such as the South African Heritage Resource Agency, the National Youth Agency,

the National Heritage Council, the South African National Military Veterans, government departments, the embassies, the Names Verification Committee, traditional leaders, spiritual organisations, tourism agencies and political parties. Freedom Park narrates and exhibits the liberation struggle, through four pillars, one of which is international solidarity. The entity continues to work closely with countries that contributed to the liberation of the country on matters of mutual interest and in line with the objectives of the organisation.

Since 2017-2018 financial year Freedom Park reported a consistent deficit, however at the end of 2018/2019, the entity recovered, this being the result of the turnaround strategy implemented. The reported deficit was mainly due to the fact that there has been reduction in grant revenue in the past five years as well as an increase in expenditure due to depreciation, impairment loss and losses on the disposal of assets. The consistent budget cuts also hampered progress in our recovery efforts. The recurrence of financial constraints resulted in a drawback in terms of the maintenance of the organisation - in particular the Park and Museum. Asset management and the replenishing or refurbishing of obsolete technological and general tools has also been a challenge due to financial constraints. The institution has since catapulted and reinvigorated its fund-raising efforts among others, through venue hire.

## **5.2. External Environment**

Freedom Park in collaboration with the City of Tshwane and the Department of Public Works are in discussions on the developments in Salvokop area that will see access to the park attractive. New ways are being explored in terms of signage and positioning the entity and these includes utilisation of digital marketing platforms. A new approach with strategic partnerships is being looked at with an aim of establishing long-term relationships that can yield tangible impacts. Continuous developments and enhancement of product offerings will attract and retain visitors.

The entity can further position itself as the leading Indigenous Knowledge System (IKS) hub, especially with the state of the art Pan African Archives (PAA) infrastructure.

The introduction of a new National Resistance and Liberation Museum threatens the sustainability of Freedom Park. The tightening of Government fiscus has affected all government departments. The entity has over the years lost political support. We are experiencing less visits by Head of States to honour heroes and heroines, especially those who supported South Africa during the Apartheid regime.

With the reduction of government grant, it is becoming difficult to maintain the buildings and other assets. The grant reduction as well as the announcement by government of the termination of performance bonus payments will see hostile relations with labour movements.

With the aging Information Communication Technology (ICT) infrastructure, there is a possible threat of cyber-crimes. The infrastructure need to be upgraded to the latest technology and procurement to be aligned to the ICT strategy. The revised ICT strategy aims at addressing the above raised risks and provide mitigations strategies. The implementation of the ICT policies, procedures and processes including framework and standards will enhance the governance environment within ICT, which will align to the corporate governance.

## Part C: Measuring Our Performance

### 6. Institutional Programme Performance Information

#### Programme 1: Administration

**Purpose:** The purpose of the programme is to provide strategic leadership, management and support service to the department. The department contribute to National priority 6: Capable, ethical and developmental state by improving financial governance, reducing irregular expenditure and implement accountability and consequence management.

#### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Improve governance on the implementation of policies	Compliance with organization policies and procedures	Percentage of valid supplier invoices paid within 30 working days from the date of receipt	N/A	N/A	N/A	100% valid supplier invoices paid within 30 working days from the date of receipt	100% valid supplier invoices paid within 30 working days from the date of receipt	100% valid supplier invoices paid within 30 working days from the date of receipt	100% valid supplier invoices paid within 30 working days from the date of receipt
	Promote ethical culture of accountability	Biennial ethics surveys conducted	N/A	N/A	N/A	N/A	1 ethics survey conducted	N/A	1 ethics survey conducted

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Sustainable diversified revenue streams	Fundraising revenue in cash and in-kind raised	Amount of fundraising revenue in cash and in-kind raised	N/A	N/A	N/A	R1 Million fundraising revenue in cash and in-kind raised	R4 Million fundraising revenue in cash and in-kind raised	R5 Million fundraising revenue in cash and in-kind raised	R5 Million fundraising revenue in cash and in-kind raised
Improve effectiveness and efficiencies in governance	Creation of initiatives that enhance job creation through procurement of goods and services	Number of job opportunities created through procurement of goods and services	N/A	N/A	N/A	5 job opportunities created	N/A	10 job opportunities created	10 job opportunities created
	Audit Outcomes	Unqualified audit opinion	Unqualified audit opinion	Qualified Opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion
	Projects implemented from the ICT Strategy	Percentage of projects implemented from the ICT Strategy	N/A	N/A	N/A	40% of ICT projects implemented from the ICT Strategy	30% ICT projects implemented from the ICT Strategy	30% ICT projects implemented from the ICT Strategy	Review of ICT Strategy and Governance Framework

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Procurement spend on youth, women and people with disability	Percentage of procurement spend on youth, women and people with disability	N/A	N/A	N/A	30% of all procurement transactions awarded to youth, women and people with disability	40% of all procurement transactions awarded to youth, women and people with disability	50% of all procurement transactions awarded to youth, women and people with disability	60% of all procurement transactions awarded to youth, women and people with disability
	Irregular, fruitless and wasteful expenditure eliminated	Percentage reduction of irregular, fruitless and wasteful expenditure	N/A	R271 598	R1 135 881	30% reduction of existing irregular, fruitless and wasteful expenditure	60% reduction of existing irregular, fruitless and wasteful expenditure	80% reduction of existing irregular, fruitless and wasteful expenditure	90% reduction of existing irregular, fruitless and wasteful expenditure

## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Percentage of valid supplier invoices paid within 30 working days from the date of receipt	100% valid supplier invoices paid within 30 working days from the date of receipt	100% valid supplier invoices paid within 30 working days from the date of receipt	100% valid supplier invoices paid within 30 working days from the date of receipt	100% valid supplier invoices paid within 30 working days from the date of receipt	100% valid supplier invoices paid within 30 working days from the date of receipt	
Biennial ethics surveys conducted	None Reporting period – 2021/22 and 2023/24	-	-	-	-	
Amount of fundraising revenue in cash and in-kind raised	R1 Million fundraising revenue in cash and in-kind raised	-	-	-	R1 Million fundraising revenue in cash and in-kind raised	300 000
Number of job opportunities created	5 job opportunities created	-	-	-	5 job opportunities created	
Unqualified audit opinion	Unqualified audit opinion	Submit Annual Financial Statements and Annual Performance Report to External Auditors and National Treasury	Unqualified audit report	-	-	3 144 000



Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Percentage of projects implemented from the ICT Strategy	40% ICT projects implemented from the ICT Strategy	Approved ICT Strategy	Submit the draft ICT Governance Framework for approval	20% ICT projects implemented from the ICT Strategy	20% ICT projects implemented from the ICT Strategy	2 092 000
Percentage of procurement spend on youth, women and people with disability	30% of all procurement transactions awarded to youth, women and people with disability	10% of all procurement transactions awarded to youth, women and people with disability	10% of all procurement transactions awarded to youth, women and people with disability	5% of all procurement transactions awarded to youth, women and people with disability	5% of all procurement transactions awarded to youth, women and people with disability	
Percentage reduction of irregular, fruitless and wasteful expenditure	30% reduction of existing irregular, fruitless and wasteful expenditure	Raise awareness for 60% of FP officials on SCM processes and procedures	Develop consequence management plan	Report to Council progress on implementation of consequence management plan	Report on reduction of existing irregular, fruitless and wasteful expenditure by 30%	780 000

## 6. Explanation of planned performance over the medium term period

a) **The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the achievement of priorities of women, children and people with disabilities.**

Procurement systems and processes will be more focused on achieving the priorities of women, youth and people with disabilities through the spend allocation. Improved turnaround times on procurement for efficient administration, to enhance the reduction of irregular, wasteful and fruitless expenditure. This will require procurement planning and contract management. The maintenance of the unqualified audit outcome will increase the organisational reputation and public confidences on Freedom Park. Plans are in place to realign the organisational structure of the

entity with a view to further strengthen administrative, management and financial systems to improve service delivery. Certain functions would be decentralised to expedite decision making and service delivery.

**b) Explanation of planned performance in relation to outputs must be discussed within budget programmes, the rationale for the choice of the outcome indicators relevant to the respective outcomes.**

The outcome indicator is aligned to the national priorities.

**c) Explanation of the outputs contribution to the achievement of the outcomes.**

The project aims to improve data quality and integrity in all the departments to ensure that the data is as accurate as possible and enables the entity to plan, monitor and report on the progress.

## Programme 2: Business Development

**Purpose:** To execute core business programmes for the achievement of the key outcome of 'Redress, Inclusivity and Access' and the realisation of the impact of 'Social Cohesion'.

### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Redress, Inclusivity and Access	Cultural resources digitized for effective public interface	Number of cultural resources digitized	838 materials digitized	776 materials digitized	100 materials digitized	1 000 cultural resources digitized	1 500 cultural resources digitized	2 000 cultural resources digitized	2 200 cultural resources digitized
	Cultural resources related to the 7 epochs of the exhibition acquired to emancipate the African Voice for access and collection knowledgebase	Number of cultural resources acquired	11 collections acquired	11 collections acquired	5 archival collections acquired	2 cultural resources acquired	5 cultural resources acquired	7 cultural resources acquired	10 cultural resources acquired

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Cultural resources processed according to heritage standards for access and collection knowledgebase	Number of cultural resources processed	2 147 materials processed	1 123 materials processed	1 000 materials processed	1 000 cultural resources processed	1 500 cultural resources processed	1 800 cultural resources processed	2 000 cultural resources processed
	Books relevant to the //hapo storyline acquired for access and collection	Number of books acquired	89 books acquired	No books acquired	30 books acquired	30 books acquired	100 books acquired	150 books acquired	200 books acquired
	Honour the heroes and heroines of the struggles for freedom and humanity by way of inscribing their names on the Wall of Names	Number of names of heroes and heroines inscribed on the Wall of Names	N/A	459 names inscribed	100 names inscribed on the Wall of Names	200 names inscribed on the Wall of Names	200 names inscribed on the Wall of Names	300 names inscribed on the Wall of Names	100 names inscribed on the Wall of Names

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Temporary exhibitions developed / displayed in //hapo to enhance the permanent exhibition	Number of temporary exhibitions developed / displayed in //hapo	5 temporary exhibitions displayed	3 temporary exhibitions displayed	2 temporary exhibitions developed / displayed	2 temporary exhibitions displayed	4 temporary exhibitions displayed	5 temporary exhibitions displayed	6 temporary exhibitions displayed
	Commemorate and reflect on the Resistance and Liberation Heritage (RLH)	Annual Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	N/A	N/A	N/A	1 Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	1 Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	1 Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	1 Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted
	Commemorate on Heroes and Heroines (RLH)	Number of commemoration of heroes and heroines (RLH) programmes	N/A	N/A	N/A	1 Commemoration of heroes and heroines (RLH) programme (Executions / Hangings)	1 Commemoration of heroes and heroines (RLH) programme (Botswana / Gaborone SADF Raid)	1 Commemoration of heroes and heroines (RLH) programme (Boipatong Massacre)	1 Commemoration of heroes and heroines (RLH) programme (Lesotho / Maseru SADF Raid)

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Support materials for education programmes published that decolonize history, heritage and spirituality and complement RLH history curriculum	Number of education programmes' support materials published	N/A	N/A	N/A	Support material for 1 education programme published	Support material for 1 education programme published	Support material for 1 education programme published	Support material for 1 education programme published
	Heritage education event conducted	Annual heritage education event conducted	N/A	N/A	N/A	N/A	1 heritage education event conducted	1 heritage education event conducted	1 heritage education event conducted
	Storytelling event conducted to promote, protect and preserve IKS	Annual storytelling event conducted	1 storytelling festival conducted	1 storytelling festival conducted	1 storytelling festival conducted	1 storytelling event conducted	1 storytelling event conducted	1 storytelling event conducted	1 storytelling event conducted

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Names of heroes and heroines across race, class, gender and age divisions verified and validated to be honoured on the Wall of Names and in the Gallery of	Number of names of heroes and heroines verified and validated by the Names Verification Committee (NVC)	228 names were verified and validated	135 names were verified and validated	100 names verified and validated	100 names verified and validated	200 names verified and validated	300 names verified and validated	100 names verified and validated
	Research papers / articles completed that decolonize history, heritage and spirituality (RLH), and promote, protect and preserve IKS	Number of completed research papers / articles	6 research papers completed	7 research papers completed	4 research papers completed	4 research papers / articles completed	6 research papers / articles completed	8 research papers / articles completed	10 research papers / articles completed

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Seminars / conferences / public lectures conducted to emancipate the African voice and to advance a body of knowledge on Resistance and Liberation Heritage (RLH)	Number of seminars / conferences / public lectures conducted	4 seminars conducted	3 conferences conducted	2 seminars / conferences / public lectures conducted	1 seminar / conference / public lecture conducted	2 seminar / conference / public lecture conducted	2 seminar / conference / public lecture conducted	2 seminar / conference / public lecture conducted
	Dialogues (oral histories) conducted to emancipate the African voice	Number of dialogues conducted	7 dialogues conducted	8 dialogues conducted	6 dialogues conducted	4 dialogues conducted	6 dialogues conducted	6 dialogues conducted	6 dialogues conducted
	Interfaith and strategic programmes conducted to foster reconciliation, social cohesion, nation building and peace	Number of Interfaith and strategic programmes conducted	3 Interfaith programmes conducted	2 Interfaith programmes conducted	2 Interfaith programmes conducted	1 Interfaith and strategic programme conducted	4 Interfaith and strategic programme conducted	4 Interfaith and strategic programme conducted	4 Interfaith and strategic programme conducted



## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Number of cultural resources digitized	1 000 cultural resources digitized	-	-	500 cultural resources digitized	500 cultural resources digitized	2 500 000
Number of cultural resources acquired	2 cultural resources acquired	-	-	1 cultural resource acquired	1 cultural resource acquired	
Number of cultural resources processed	1 000 cultural resources processed	-	500 cultural resources processed	-	500 cultural resources processed	
Number of books acquired	30 books acquired	-	-	30 books acquired	-	
Number of names of heroes and heroines inscribed on the Wall of Names	200 names inscribed on the Wall of Names	-	-	-	200 names inscribed	
Number of temporary exhibitions developed / displayed in //hapo	2 temporary exhibitions developed / displayed	-	-	1 temporary exhibition installed (virtual)	1 temporary exhibition installed	
Annual Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	1 Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	-	-	-	Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	
Number of commemoration of heroes and heroines (RLH) programmes conducted	1 Commemoration of heroes and heroines (RLH) programme (Executions / Hangings) conducted	-	-	-	1 Commemoration of heroes and heroines (RLH) programme (Executions / Hangings) executed	

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Number of education programmes' support materials published	Support material for 1 education programme published	-	-	-	Support material for 1 education programme published	
Annual heritage education event conducted	None Reporting period 2021/22 – 2024/25	-	-	-	-	
Annual storytelling event conducted	1 storytelling event conducted	-	-	-	1 storytelling event conducted	
Number of names of heroes and heroines verified and validated by the Names Verification Committee (NVC)	100 names verified and validated	-	-	50 names verified and validated	50 names verified and validated	
Number of completed research papers / articles	4 research papers / articles completed	-	1 research paper / article completed	1 research paper / article completed	2 research papers / articles completed	
Number of seminars / conferences / public lectures conducted	1 seminar / conference / public lecture conducted	-	-	-	1 seminar / conference / public lecture conducted (virtual)	
Number of dialogues conducted	4 dialogues conducted	-	-	2 dialogues conducted	2 dialogues conducted	

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Number of Interfaith and strategic programmes conducted	1 Interfaith and strategic programme conducted	-	-	-	1 Interfaith and strategic programme conducted	

## 6. Explanation of planned performance over the medium term period

### a) The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the achievement of priorities of women, children and people with disabilities

A single and key outcome for the Heritage & Knowledge (HK) Department, the main department that carries on its back the core business of Freedom Park (FP) as the agency of the Department of Sports, Arts and Culture (DSAC), is about 'Redress, Inclusivity and Access'. The fulfilment of this outcome contributes variably to the National Development Plan (NDP, Priority 5: 'Social Cohesion and Safe Communities'); White Paper on Arts and Culture ('Extending arts, culture and heritage infrastructure, facilities and resources beyond colonial and apartheid boundaries', 'Providing education, training and skills through formal and informal programmes'); Ruling Party Manifesto ('Building a united and democratic South Africa that is non-racial, non-sexist and prosperous', 'Promoting nation building, social cohesion and celebrating our diversity as a nation', 'Stepping up the fight against racism, sexism, homophobia and other intolerances', 'Building a better Africa and a better World'); State of the Nation Address (SONA, 'Education and skills', 'Social cohesion and safe communities', 'A better Africa and the World'); and some of the Minister's Ten Point Plan (Outcome 14: 'Social cohesion and nation building', 'Focusing on Africa and a global space', 'Resistance and Liberation Heritage Route (RLHR) infrastructure, 'Programmes that provide access to library and archival infrastructure for all, 'Support school curriculum that teaches correct South African history and heritage (RLHR)'. FP's mandate 'honours heroes and heroines of the struggles for freedom and humanity, in order to foster reconciliation, social cohesion and nation building'. Our HK heritage resource, educational and research programmes target the

previously disadvantaged women, youth and people with disabilities as part of the fulfilment of the departmental outcome of 'Redress, Inclusivity and Access'.

**b) Explanation of planned performance in relation to outputs must be discussed within budget programmes, the rationale for the choice of the outcome indicators relevant to the respective outcomes**

On the whole, our HK outcome indicators were carefully crafted with a view to address the departmental outcome of 'Redress, Inclusivity and Access'. The HK department's Heritage Resource Unit outcome indicators deal with acquisition, digitization and processing of archival materials and collections generated by peoples and organizations which were at the forefront of the Pan African struggles for freedom and humanity. We selectively acquire library books that enhance the African and Diasporic storylines of the institution. The names of heroes and heroines that we honour by means of inscription on the Wall of Names and display in the Gallery of Leaders are across the former colonial and apartheid boundaries of race, class, gender and age, and most of the people we honour are those who were previously oppressed and marginalized or would have been excluded. Our temporary exhibitions foreground and celebrate people, organizations, events and stories that shaped our triumph of freedom over subjugation and the victory of democracy over racial discrimination and oppression. In all, the Heritage Resource Unit provides access to heritage resources, knowledge base and infrastructure in the museum, archives and the library to all categories of visitors.

Similarly, one HK Education Unit's outcome indicator is intended to publish materials that support the offering of a variety of quality assured education programmes that provide decolonized, informal and non-formal education on the history of resistance, liberation and heritage (RLH) as a complementary and corrective measure to the existing gaps in the Basic and Higher Education curriculums. The holding of the heritage education event is intended to have a similar effect. Other two outcome indicators of conducting storytelling festival and publishing a collection of stories seek to emancipate the previously distorted and silenced African voice as part of redress. All these Education Unit outcome indicators preferentially target the youth and people with disabilities.

Likewise, the Research & Development Unit's outcome indicators address the HK departmental outcome of 'Redress, Inclusivity and Access'. The outcome indicator on research undertakings on the heroes and heroines of the struggles for freedom and humanity and the holding of workshops to verify, validate and approve such data contributes substantially to the honouring of such stalwarts by means of engraving their

names on the Wall of Names and displaying them in the Gallery of Leaders regardless of their race, class, gender and age divisions. Such research undertakings and memorialization of the heroes and heroines straddle national, continental and international divides, and thereby contribute to reconciliation, social cohesion, nation and continent building. Key to another outcome indicator on research papers is the production of new and decolonized body of knowledge on African resistance, liberation, heritage and spirituality (RLH) to redress distortions of the past. The outcome indicator on seminars, conferences and public lectures, with their carefully chosen topics and themes, is intended to advance the emancipation of the previously suppressed African voice. The other two outcome indicators on dialogues and interfaith programmes include women and the youth as active participants in the shaping of our history, heritage, spirituality and IKS. The two outcome indicators therefore contribute to the burgeoning body of oral history that was despised in the past, and foster reconciliation, social cohesion and the building of a democratic society.

### **c) Explanation of the outputs contribution to the achievement of the outcomes**

The availability of the budget to fund the roll-out of the HK programmes that constitute the core business of the entity is one of the main enablers towards achievement of the 5YR targets. The biggest chunk of the budget should be allocated to the HK department's core business programmes rather than to the supporting departments, as well as the operational and maintenance requirements. Such adequate budget allocation should also cater for the completion of deferred infrastructural projects such as the Gallery of Leaders for the Research & Development Unit; completion of Sentlhaga and Green Room, as well as the introduction of the Sign Language for the Education Unit; Digitization, installation of Braille Facility and introduction of the Electronic Records Management system for the Heritage Resource Unit of the HK Department. Active national, continental and international partnerships initiated and maintained by the HK Department are key to the realization of the outcome of 'Redress, Inclusivity and Access' and its related indicators and targets. The core business programmes of the HK department can effectively rolled-out with the involvement of a variety of national, continental and international bodies and organizations, as well as cooperation with the Southern African Development Community (SADC) countries and the African Union, as in the RLH project.

The identified impact to be achieved by the HK Department is 'Social Cohesion'. The key HK Department's outcome that facilitates the achievement of such impact is 'Redress, Inclusivity and Access'. As already explained above, the HK Department has carefully crafted outcome

indicators, outputs and targets of the Heritage Resource Unit, Education Unit and the Research & Development Unit – the three key units that comprises the department, for the realisation of the impact.

### Programme 3: Public Engagement

**Purpose:** To communicate, market, reach out and build relations in order to increase demand and consumption of Freedom Park products and services.

#### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Increased demand and consumption of product and services	Public awareness conducted through signature events	Number of visitors visiting the Freedom Park	56 697 visitors registered	90 844 visitors registered.	Register 50 000 guests and visitors	Register 10 000 visitors	Register 115 000 visitors	Register 130 000 visitors	Register 150 000 visitors
	Positioning and Profiling Freedom Park as a Historical and Heritage destination conducted.	Number of positioning and profiling activities conducted	N/A	8 public relations and marketing programmes	7 public relations and marketing programmes	4 positioning and profiling activities conducted	4 positioning and profiling activities conducted	4 positioning and profiling activities conducted	4 positioning and profiling activities conducted

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Partnerships with local, continental and international stakeholders	Signed MOUs/ agreements and activated programmes	N/A	N/A	7 programmes to support social cohesion, national building and reconciliation per annum	4 MOUs signed and activated	4 MOUs signed and activated	4 MOUs signed and activated	4 MOUs signed and activated

### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Number of visitors visiting the Freedom Park	Register 10 000 visitors	-	-	Register 5 000 visitors	Register 5 000 visitors	
Number of positioning and profiling activities conducted	4 positioning and profiling activities conducted	1 positioning and profiling activity conducted	1 positioning and profiling activity conducted	1 positioning and profiling activity conducted	1 positioning and profiling activity conducted	2 800 000



Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Signed MOUs/ agreements and activated programmes	4 MOUs signed and activated	-	1 MOU signed and activated	2 MOUs signed and activated	1 MOU signed and activated	

## 6. Explanation of planned performance over the medium term period

**a) The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the achievement of priorities of women, children and people with disabilities**

Public Participation programme will focus on increasing demands of Freedom Parks products and services in the next medium term period. This will be done through various interventions to support the envisaged outcome. Positioning of Freedom Park as a historical and heritage destination becomes a key factor. Positioning will be done to various target markets inclusive of activities targeting youth and women in honouring heroes and heroines of the 8 struggles memorialised by the Freedom Park. These interventions will help portray and celebrate the role played by youth and women in the 8 conflicts depicted on Freedom Park's Wall of Names. In addition, school children will be targeted to expose them to the South African history untold so as to encourage emancipation of African Voice in their journey to decolonise education as is the new struggle emerging.

**b) Explanation of planned performance in relation to outputs must be discussed within budget programmes, the rationale for the choice of the outcome indicators relevant to the respective outcomes.**

The programme will also for the first time introduce a massive public awareness campaigns through establishments of signature events that will attract various target markets to visit Freedom Park and utilise its products and services. These events will be in the form of public lectures, music

concerts assisted by massive social media and other marketing campaigns such as production and flighting of documentaries from the heritage and knowledge material existing at Freedom Park. Outreach initiatives will include online debates to accommodate the digitally advanced target market, school debates to compliment school tours and youth and community engagements on issues of social cohesion, nation building and reconciliation. Several ambassadorial initiatives to engage young patriots in instilling the pride of the national identity will be established in collaboration with the Departments of Sports, Arts and Culture and Basic Education. Media ambassadorial programme will target the already established media and communication forums to assist in marketing Freedom Park.

**c) Explanation of the outputs contribution to the achievement of the outcomes.**

Three outputs were thought through in an effort to achieve the outcome of increased demands for products and services. These outputs will position Freedom Park as a heritage and historical destination for the South African, African and international tourists from all walks of life. The positioning will be done through intensified public awareness initiatives as mentioned above as well as collaborations with like-minded institutions to advance the notions of culture, heritage, history, spirituality as foregrounded by indigenous knowledge systems, as advocated by Freedom Park.

## 7. Programme Recourse Considerations

Table: Budget Allocation for programme and sub-programmes as per the ENE and / or EPRE

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Audited Outcome	Audited Outcome	Audited Outcome	Approved budget	Revised budget estimate	Revised budget estimate	Planning Budget Estimate
Rand thousand							
<b>Objective/Activity</b>							
Administration	90,058	89,772	86,625	62,694	64 817	68,751	72,052
Business Development	17,422	21,725	19,543	21,907	23 008	24,083	25,239
Public Engagement	13,769	14,818	14,521	15,883	16 678	17,513	18,353
<b>Total</b>	<b>121,249</b>	<b>126,315</b>	<b>120,689</b>	<b>100,484</b>	<b>104 503</b>	<b>110,347</b>	<b>115,644</b>

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
R Thousand	Audited Outcome	Audited Outcome	Audited Outcome	Approved budget	Restated Budget Estimate	Restated Budget Estimate	Planning Budget Estimate
<b>Revenue</b>							
Admission Fees	1,072	1,106	1,350	1,392	1,475	1,564	1,639
Venue hire	1,419	914	1,556	869	368	977	1,024
Tender/other revenue	424	3,079	793	159	54	179	187
Sale of fixed assets	876	-	-	-	-	-	-
Interest	4,527	3,135	4,182	2,500	2,000	1,500	1,000
Executive Authority (Department of Sports, Arts and Culture)	71,848	104,600	97,275	95,678	94,700	105,406	109,324
Realisation of deferred transfers	30,964	2,000	-	-	3200	-	-
Local non-government donors	-	-	-	-	899	722	2,470
<b>Total revenue</b>	<b>111,130</b>	<b>114,834</b>	<b>105,156</b>	<b>100,598</b>	<b>104 503</b>	<b>110,347</b>	<b>115,644</b>

<b>Economic classification</b>							
<b>Current payments</b>	<b>121,249</b>	<b>126,315</b>	<b>120,689</b>	<b>100,598</b>	<b>104 503</b>	<b>110,347</b>	<b>115,644</b>
Compensation of employees	<b>58,568</b>	<b>60,223</b>	61,446	64,518	62 646	70,762	74,159
Salaries and wages	58,568	60,223	61,446	64,518	62 646	70,762	74,159
Goods and services	<b>41,070</b>	<b>41,692</b>	<b>35,741</b>	<b>36,080</b>	<b>41 857</b>	<b>39,585</b>	<b>41,485</b>
Of which							
Agency and support/outsourced services	10,752	10,586	11,667	11,362	11,173	12,459	13,057
Audit costs	-	1,671	3,270	2,966	3,114	3,270	3,427
Board costs	-	2,682	1,880	2,150	1,794	2,370	2,484
Communication	871	774	1,015	1,072	1,125	1,182	1,239
Computer services	4,239	3,251	2,125	2,869	3,012	3,163	3,315
Consultants	1,584	1,312	3,037	739	3,776	815	854
Lease Payments	145	255	270	285	299	314	329
Legal fees	-	-	1,041	95	1,300	105	110
Non life insurance	-	534	766	804	844	886	929
Repairs and maintenance	2,733	3,716	1,678	2,463	3,659	2,715	2,845
Training and staff development	750	446	67	70	113	77	81
Travel and subsistence	104	2,068	90	95	100	105	110
Other unclassified expenditure	<b>19,892</b>	<b>14,397</b>	<b>8,835</b>	<b>11,110</b>	<b>11,548</b>	<b>12,124</b>	<b>12,705</b>
Other expenditure	19,892	7,776	3,070	4,343	4,561	4,788	5,017
Landscape and security	-	5,978	5,765	6,653	6,987	7,336	7,688
	-	643	-	114	-	-	-
Depreciation	20,756	22,880	22,115	-	-	-	-
The losses from Sale of fixed assets and impairment	855	1,520	1,387	-	-	-	-
<b>Total Expenditure</b>	<b>121,249</b>	<b>126,315</b>	<b>120,689</b>	<b>100,598</b>	<b>104 503</b>	<b>110,347</b>	<b>115,644</b>
<b>Surplus/Deficit</b>	<b>(10,119)</b>	<b>(11,481)</b>	<b>(15,533)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>

### **Explanation of the contribution of resources towards achievement of outputs**

Over the medium term, Freedom Park plans to focus on building awareness about heritage, and developing, promoting and protecting heritage for current and future generations. It aims to achieve this through efforts such as name inscription and finalization of gallery of leaders, which honours those who dedicated their lives to South Africa's liberation struggle, particularly its unsung heroes and heroines. Freedom Park will continue focusing on collecting, preserving and providing and promoting access to, and awareness of, South Africa's national heritage by hosting exhibitions and also positioning Freedom Park.

Freedom Park is funded main by the grant received from Department of Sports, Arts and Culture, the grant is expected to grow by 4% over the MTEF. The remainder revenue will be earned through entrance fees, donor assistance, sponsorships, rental income and interest on investments with the average annual decrease of 8%. The main expenditure will be the maintenance of the infrastructure and the compensation of employees both with annual growth of 5% over the MTEF.

The Department of Sports, Arts and Culture has conditionally approved the reprioritisation of the infrastructure allocation of R 40 million for 2020/21, which will be used to address repairs and maintenance within the Park, outlined on the Conditional assessment. Major infrastructure project include the finalisation of the Gallery of Leaders and the overhaul of the Ventilation systems. The prioritization of women and youth-owned construction companies will receive a further boost

## 8. Updated Key Risks

Outcome	Key Risk	Risk Mitigation
Improve governance on the implementation of policies	Failure to meet compliance requirements of the Institution	Probation sign-off should confirm understanding of policies Bi-Annual policy workshops Delegation of authority Policy awareness using ICT infrastructure Implementation of consequence Management
Sustainable diversified revenue streams	Funders are not willing to fund Heritage programmes	Appointment of panel of consultants for fund raising Host Fundraising Gala Dinner Friends of Freedom Park initiatives Selling of documentary productions
Improve effectiveness and efficiencies in governance administration	Poor management of the Institution's knowledge and information	Open the library and archives to the public Upgrade and installing ICT systems Development of Heritage App for information by public Publications
Redress, Inclusivity and Access	Inadequate access to information to support names collection and verification	Public invitation for name submission Consult SADC embassy to solicit names
Increased demand and consumption of product and services	Inadequate and inconsistent marketing and awareness programmes	Public awareness strategies Signature events Consistent media, public relations and marketing campaigns Partnership/ Collaborations

## 9. Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R)
Freedom Park	Honour the heroes and heroines of the struggles for freedom and humanity by memorialisation and storytelling that narrates a story spanning a period of 3.6 billion years through the following seven epochs: Earth, Ancestors, Peopling, Resistance & Colonisation, Industrialisation & Urbanisation, Nationalism & Struggle, and Nation Building & Continent Building.	Improve governance on the implementation of policies	0
		Sustainable diversified revenue streams	0
		Improve effectiveness and efficiencies in governance administration	7 030 236
		Redress, Inclusivity and Access	2 500 000
		Increase demand and consumption of product and services	2 800 000

## 10. Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total estimated cost	Current year expenditure 2019/20
1.	Gallery of Leaders	Business Development	Transform temporary exhibition to permanent exhibition.	Transform current temporary exhibition to permanent one	May 2020	March 2021	R17 000 000 (Deferred income)	R0
2.	Re-gravelling Perimeter road	Administration	Repairs and re-gravelling of perimeter fence surface	Access for security patrol	30 May 2020	30 December 2020	R750 000 (Deferred income)	R0
3.	Standby Generator and Electricity infrastructure upgrade	Administration	Installation of a new backup generator and electrical upgrade	Backup electricity supply during load shading to avoid downtime	January 2020	July 2020	R2 800 000 (Deferred income)	R0
4.	Repairs and Maintenance of CCTV camera and access control infrastructure	Administration	Repairs and maintenance of CCTV cameras and access control infrastructure	Enhanced security services	September 2019	September 2021	R990 000 (Deferred income)	R0
5.	Repair to complex pathways	Administration					R 1 800 000 (Deferred income)	



No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total estimated cost	Current year expenditure 2019/20
6.	Light fittings Replacement	Administration	Replacement of all nonfunctional light fittings in the park	Preventative maintenance	March 2020	March 2021	R 2 650 000 (Deferred income)	R0
7.	Immediate Replacement and Maintenance	Administration	Replacement and maintenance as stated on the conditional assessment report	Preventative maintenance	01 March 2020	30 September 2020	R 3 200 000 (Deferred income)	R0
8.	Repair of the Heat Ventilation and air conditioning systems	Administration	Repair of the Heat Ventilation and air conditioning systems	Improved ventilation to the building	01 March 2020	30 September 2020	R 2 070 000 (Deferred income)	R0
9.	Names Inscription	Business Development	Inscribing verified names of heroes and heroines of the struggles for freedom and humanity on the Wall of Names	Honouring heroes and heroines	25 September 2019	28 February 2020	R 500 000	R0

During the 2019/20 financial year, the Department of Sports, Arts and Culture provisionally approved the reprioritisation of the R40 million infrastructure funds deferred from prior years. Freedom Park has started the administrative process of inviting the service provider for the abovementioned projects.

## 11. Public Private Partnerships

PPP	Purpose	Outputs	Current value of Agreement	End-date of Agreement
Dandozest Restaurant	To source specialised skills to operate restaurant facilities and to enable Freedom Park to focus on its core activity	<ul style="list-style-type: none"> <li>• Improved efficiencies</li> <li>• Quality service delivery</li> <li>• Revenue generation</li> <li>• BEE Compliance and job creation</li> </ul>	7.5% of total revenue collected	20 May 2021
Ditebogo Gifts and Events	To source specialised skills to operate restaurant facilities and to enable Freedom Park to focus on its core activity	<ul style="list-style-type: none"> <li>• Improved efficiencies</li> <li>• Quality service delivery</li> <li>• Revenue generation</li> <li>• BEE Compliance and job creation</li> </ul>	15% of total revenue collected	30 September 2021

## Part D: Technical Indicator Descriptions (TIDs)

<b>Indicator Title</b>	<b>Percentage of valid supplier invoices paid within 30 working days from the date of receipt</b>
<b>Definition</b>	Compliant invoices processed within 30 days of receipt to ensure Freedom Park maintains sound financial management and compliance to PFMA
<b>Source of data</b>	Creditors' Age Analysis
<b>Method of calculation/ assessment</b>	Divide the total number of compliant invoices paid within 30 days by the total number of compliant invoices received
<b>Means of verification</b>	Creditors' Age Analysis report signed by CFO
<b>Assumptions</b>	Timely submission of compliant invoices by service providers
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	100% valid supplier invoices paid within 30 working days from the date of receipt
<b>Indicator Responsibility</b>	Financial Manager

<b>Indicator Title</b>	<b>Biennial ethics surveys conducted</b>
<b>Definition</b>	Ensure an ethical organisation
<b>Source of data</b>	Ethics Survey Questionnaire
<b>Method of calculation/ assessment</b>	Ethics Survey conducted every two years to determine compliance starting 2021/2022
<b>Means of verification</b>	Approved Ethics Survey Report
<b>Assumptions</b>	Full participation by all employees
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative against the five-year target
<b>Reporting Cycle</b>	Biennial – 2021/22 and 2023/24
<b>Desired Performance</b>	Biennial ethics surveys conducted
<b>Indicator Responsibility</b>	Company Secretary

<b>Indicator Title</b>	<b>Amount of fundraising revenue in cash and in-kind raised</b>
<b>Definition</b>	The amount of cash and in-kind generated from donors
<b>Source of data</b>	Donation agreements and MoUs
<b>Method of calculation/ assessment</b>	Simple count
<b>Means of verification</b>	Financial Statements
<b>Assumptions</b>	Donor readiness
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A

<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annually - 4 <sup>th</sup> Quarter
<b>Desired Performance</b>	R1 Million fundraising revenue in cash and in-kind raised
<b>Indicator Responsibility</b>	Chief Financial Officer

<b>Indicator Title</b>	<b>Number of job opportunities created through procurement of goods and services</b>
<b>Definition</b>	Job opportunities created through the procurement of goods and services
<b>Source of data</b>	Confirmation letters from service providers.
<b>Method of calculation/ assessment</b>	Simple count
<b>Means of verification</b>	Confirmation letter from service providers
<b>Assumptions</b>	Job opportunities available
<b>Disaggregation of Beneficiaries (where applicable)</b>	Target for Youth: 100%
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (Year-end)
<b>Reporting Cycle</b>	Annually – 4 <sup>th</sup> Quarter
<b>Desired Performance</b>	5 job opportunities created
<b>Indicator Responsibility</b>	Supply Chain Manager

<b>Indicator Title</b>	<b>Unqualified audit opinion</b>
<b>Definition</b>	The indicator measures the effectiveness of developed and implemented internal controls for effective and efficient financial management, organisational performance management and ensure full compliance with relevant laws and regulations to achieve an unqualified audit opinion. An opinion expressed by an external auditor is an independent tool to verify the existence and effectiveness of a system of internal controls to ensure that effective and efficient systems of internal control are developed and implemented and to promote sound management practices, accountability, transparency, and proper and effective utilisation of public funds.
<b>Source of data</b>	Annual Financial statements and Annual Performance Report
<b>Method of calculation/ assessment</b>	Simple Count
<b>Means of verification</b>	Auditor's Report
<b>Assumptions</b>	Factors that are accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Bi-annually – 1 <sup>st</sup> and 2 <sup>nd</sup> Quarters
<b>Desired Performance</b>	Unqualified audit opinion or clean audit opinion with no matters
<b>Indicator Responsibility</b>	Chief Financial Officer

Indicator Title	Percentage of projects implemented from the ICT Strategy
Definition	Review prioritised business processes to improve business efficiency and information management through governance of business processes
Source of data	Business Process Review System
Method of calculation/ assessment	Absolute number automated and approved by MANCO
Means of verification	The portfolio of evidence required to verify the validity of data
Assumptions	Factors that are accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for people with disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	40% ICT projects implemented from the ICT Strategy
Indicator Responsibility	ICT Manager

Indicator Title	Percentage of procurement spend on youth, women and people with disability
Definition	Total amount spend by Freedom park on goods and services procured from youth, women and people with disability
Source of data	Central Supplier Database, BBBEE certificate or Company Registration
Method of calculation/ assessment	Percentage measure
Means of verification	Purchase orders and appointment letters
Assumptions	Procurement of goods and services prioritises to previously disadvantaged groups
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for people with disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	Gauteng
Calculation Type	Cumulative (Year-end)
Reporting Cycle	Quarterly
Desired Performance	30% of all procurement transactions awarded to youth, women and people with disability
Indicator Responsibility	Supply Chain Manager

Indicator Title	Percentage reduction of existing irregular, fruitless and wasteful expenditure
Definition	Elimination of non-compliance for procurement of goods and services
Source of data	Payment of invoices
Method of calculation/ assessment	Percentage measure
Means of verification	Invoices
Assumptions	All invoices verified prior to payment
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> </ul>

	<ul style="list-style-type: none"> <li>Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (Year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	30% reduction of existing irregular, fruitless and wasteful expenditure
<b>Indicator Responsibility</b>	Financial Manager

<b>Indicator Title</b>	<b>Number of cultural resources digitized</b>
<b>Definition</b>	Processing of cultural resources (manuscripts, photographs, maps, posters, artefacts, audio-visuals, etc.) from analogue to digital form to ensure redress, inclusivity and access in representation of southern African history, culture, heritage and Indigenous Knowledge.
<b>Source of data</b>	Digitization strategy document
<b>Method of calculation/ assessment</b>	Simple count of digitized cultural resources
<b>Means of verification</b>	A list with number of digitised resources and actual resources in digital format.
<b>Assumptions</b>	Archivists do have technical knowledge of digitization
<b>Disaggregation of Beneficiaries (where applicable)</b>	General Public ( Women, youth and people with disabilities included )
<b>Spatial Transformation (where applicable)</b>	Digitised cultural resources are made accessible to a variety of publics including women, youth and people with disabilities for research and educational purpose.
<b>Calculation Type</b>	Cumulative (year- end)
<b>Reporting Cycle</b>	Bi-annually - 3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	1 000 digitized cultural resources
<b>Indicator Responsibility</b>	Archivists, Film & Video Editor, Chief Curator

<b>Indicator Title</b>	<b>Number of cultural resources acquired</b>
<b>Definition</b>	Freedom Park archivists acquire variety of cultural resources (manuscripts, photographs, maps, posters, artefacts, audio-visuals), through donation, purchase or bequeath relevant to the 7 epochs of the permanent exhibition.
<b>Source of data</b>	Pan African Archives Concept document
<b>Method of calculation/ assessment</b>	Simple count of cultural resources acquired
<b>Means of verification</b>	Actual acquired cultural resources or photographs thereof
<b>Assumptions</b>	Availability of donors of cultural resources related to the 7 epochs.
<b>Disaggregation of Beneficiaries (where applicable)</b>	General Public inclusive of women, youth and people with disabilities.
<b>Spatial Transformation (where applicable)</b>	Acquired cultural resources are made accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose.
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Bi-annually - 3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	2 cultural resources acquired
<b>Indicator Responsibility</b>	Archivists, Chief Curator

Indicator Title	Number of cultural resources processed
Definition	Freedom Park Archivist process (accession and load on Vernon database) acquired cultural resources (manuscripts, photographs, maps, posters, artefacts, audio-visuals, etc.) according to archival standards.
Source of data	Cataloguing Manual
Method of calculation/ assessment	Simple count of processed cultural resources.
Means of verification	Accession print out from Vernon Database.
Assumptions	Donors of cultural resources relevant to //hapo 7 epochs are available.
Disaggregation of Beneficiaries (where applicable)	General Public inclusive of women, youth and people with disabilities
Spatial Transformation (where applicable)	Processed cultural materials are made accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose.
Calculation Type	Cumulative (year-end)
Reporting Cycle	2 <sup>nd</sup> , 3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
Desired Performance	1 000 cultural resources processed
Indicator Responsibility	Archivists, Chief Curator.

Indicator Title	Number of books acquired
Definition	Freedom Park Librarians purchase books relevant to //hapo storyline for the purpose of authenticating the story.
Source of data	//hapo storyline
Method of calculation/ assessment	Simple count of purchased books
Means of verification	Actual books purchased
Assumptions	Books relevant to //hapo storyline are available. Funds for purchasing books are available.
Disaggregation of Beneficiaries (where applicable)	General Public inclusive of women, youth and people with disabilities are end users
Spatial Transformation (where applicable)	Purchased books are made accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annually – 3 <sup>rd</sup> Quarter
Desired Performance	30 books acquired
Indicator Responsibility	Librarians, Chief Curator

Indicator Title	Number of names of heroes and heroines inscribed on the on the Wall of Names
Definition	The inscription team inscribes names of those who died in 8 conflicts that shaped South Africa's history as part of honouring heroes and heroines of the struggles for freedom and humanity.
Source of data	Inscription guideline
Method of calculation/ assessment	Simple count of approved names for inscription
Means of verification	Verified list of inscribed and actual inscribed names on Wall of Names.
Assumptions	Names of those who died during the Struggle for humanity are available
Disaggregation of Beneficiaries (where applicable)	General Public inclusive of women, youth and people with disabilities are the end users in the memorialisation process.

<b>Spatial Transformation (where applicable)</b>	Inscribed names are accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annually – 4 <sup>th</sup> Quarter
<b>Desired Performance</b>	200 names inscribed on the Wall of Names
<b>Indicator Responsibility</b>	Chief Curator.

<b>Indicator Title</b>	<b>Number of temporary exhibitions developed / displayed in //hapo</b>
<b>Definition</b>	Exhibition Developer and Curator identify themes, develop; install new temporary exhibition or a ready-made exhibition relevant to //hapo storyline from relevant partners.
<b>Source of data</b>	//hapo storyline; exhibition concept
<b>Method of calculation/ assessment</b>	Simple count of installed temporary exhibition.
<b>Means of verification</b>	Installed temporary exhibition.
<b>Assumptions</b>	Funds are available for fabrication of new exhibition Relevant proposals from partners will be submitted.
<b>Disaggregation of Beneficiaries (where applicable)</b>	General public inclusive of women, youth and people with disabilities are the target audience
<b>Spatial Transformation (where applicable)</b>	Temporary exhibitions are accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose
<b>Calculation Type</b>	Cumulative (year-end).
<b>Reporting Cycle</b>	Bi-Annually - 3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	2 temporary exhibitions developed/displayed
<b>Indicator Responsibility</b>	Exhibition Developer, Curator, Chief Curator

<b>Indicator Title</b>	<b>Annual Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted</b>
<b>Definition</b>	Annual event to observe and memorialise the Resistance and Liberation Heritage
<b>Source of data</b>	Concept document; Programme
<b>Method of calculation/ assessment</b>	Simple count of days of reflection on RLH
<b>Means of verification</b>	Approved Project Plan; Programme; Invitations; Photographs
<b>Assumptions</b>	Development of a concept document as a guideline The event on RLH depends on budget availability
<b>Disaggregation of Beneficiaries (where applicable)</b>	Ensure that the Day of Reflection on RLH involve women, youth and people with disabilities and those from the Southern African Development Community (SADC) region
<b>Spatial Transformation (where applicable)</b>	The event to commemorate and reflect on RLH will be attended by a variety of communities including experts from various disciplines, institutions, women, youth, and people with disabilities and people from SADC region.
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annually - 4 <sup>th</sup> Quarter
<b>Desired Performance</b>	1 Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted
<b>Indicator Responsibility</b>	Heritage Resource and Research Manager



<b>Indicator Title</b>	<b>Commemoration of heroes and heroines (RLH) programme (Executions / Hangings) conducted</b>
<b>Definition</b>	Annual event to commemorate those activists who were executed or hanged (RLH)
<b>Source of data</b>	Concept document; Programme
<b>Method of calculation/ assessment</b>	Simple count of commemoration of the executed / hanged heroes and heroines (RLH)
<b>Means of verification</b>	Approved Project Plan; Programme; Invitations; photographs
<b>Assumptions</b>	Development of a concept document as a guideline The event on depends on budget availability
<b>Disaggregation of Beneficiaries (where applicable)</b>	Ensure that the commemoration of the executed / hanged heroes and heroines involve family members, women, youth and people with disabilities.
<b>Spatial Transformation (where applicable)</b>	The commemorative event will be attended by a variety of people including, family members, and experts from various disciplines, institutions, women, youth, and people with disabilities.
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annually - 4 <sup>th</sup> Quarter
<b>Desired Performance</b>	1 Commemoration of heroes and heroines (RLH) programme (Executions / Hangings) conducted
<b>Indicator Responsibility</b>	Research Manager

<b>Indicator Title</b>	<b>Number of education programmes' support materials published</b>
<b>Short definition</b>	Publication of educational programmes' support materials that support formal, informal and non-formal education to various audiences
<b>Source of data</b>	Education Policy
<b>Method of calculation / Assessment</b>	Simple count
<b>Means of verification</b>	Actual publication of support materials
<b>Assumptions</b>	Education Unit members responsible for developing programmes for publications Education Policy Document as the guideline for developing publications Publication of education programmes support materials depend on budget availability.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Target for Women: 1 education programme item published focusing on women Target for Youth: 1 education programmes publication item focusing on youth Target for People with Disabilities: 1 education programme publication item focusing on people with disabilities.
<b>Spatial Transformation (where applicable)</b>	Education Programmes publication to be made accessible to a variety of publics including women, youth and people with disabilities. Education Programmes publication be accessible in a variety of formats including online publication and email sharing.
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually – 4 <sup>th</sup> Quarter
<b>Desired performance</b>	Support material for 1 education programme published
<b>Indicator responsibility</b>	Education Officers, Education Manager

<b>Indicator Title</b>	<b>Annual heritage education event conducted</b>
<b>Short definition</b>	Annual heritage education event that ensures Redress, Inclusivity and Access to Indigenous Knowledge Systems, Heritage Education theory and methodology.
<b>Source of data</b>	Concept document
<b>Method of calculation / Assessment</b>	Simple count
<b>Means of verification</b>	Approved Project Plan; Programme; Invitations; Photographs
<b>Assumptions</b>	Development of a concept document and project plan as guidelines The heritage education event depends on budget availability
<b>Disaggregation of Beneficiaries (where applicable)</b>	Event will be attended by a variety of publics including women, youth, people with disabilities and experts from various disciplines and institutions
<b>Spatial Transformation (where applicable)</b>	The event will be attended by a variety of publics including woman, youth and people with disabilities for research and educational purpose
<b>Calculation Type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually from 2021/22
<b>Desired performance</b>	1 heritage education event conducted from 2021/22
<b>Indicator responsibility</b>	Education Officers; Education Manager

<b>Indicator Title</b>	<b>Annual storytelling event conducted</b>
<b>Short definition</b>	Event on Storytelling organised to ensure Redress, Inclusivity and Access to knowledge on Indigenous/African Knowledge System-centered Storytelling theory and practice/performance.
<b>Source of data</b>	Education Policy
<b>Method of calculation / Assessment</b>	Simple count
<b>Means of verification</b>	Approved Project Plan; Programme; Invitations; Photographs
<b>Assumptions</b>	Education Unit members responsible for organising the event. Storytelling Policy Document as the guideline for the event concept development. Staging of the event depend on budget availability.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Event held to ensure attendance by women, youth and people with disabilities
<b>Spatial Transformation (where applicable)</b>	Event will be attended by a variety of publics including woman, youth and people with disabilities. Event will ensure participation by a variety of experts from various relevant disciplines and types of institutions
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually – 4 <sup>th</sup> Quarter
<b>Desired performance</b>	1 storytelling event conducted
<b>Indicator responsibility</b>	Storytellers, Senior Storyteller

<b>Indicator Title</b>	<b>Number of names of heroes and heroines verified and validated by the Names Verification Committee (NVC)</b>
<b>Definition</b>	Research, collection, verification and validation of names for the purpose of honouring heroes and heroines of the struggles for freedom and humanity.
<b>Source of data</b>	Criteria document for names collection and verifications; Terms of reference for names verification
<b>Method of calculation/ assessment</b>	Simple count of approved names. Names data is verified and validated by researchers and Names Verification Committee.
<b>Means of verification</b>	Name lists, names collection template, names verification criteria document, etc.

<b>Assumptions</b>	Availability of sources from which to gather names. Submission by the public / organisations. Availability of funds (budget) to carry out research and verification processes.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Names researched, collected, verified and validated include those of women, youth and people with disabilities.
<b>Spatial Transformation (where applicable)</b>	Transformation of the Wall of Names on which names are inscribed. Improvement of the Gallery of Leaders in which names of extra-ordinary leaders are exhibited.
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Bi-Annually – 3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	100 names verified and validated
<b>Indicator Responsibility</b>	Researchers, Research Manager, Names Verification Committee.

<b>Indicator Title</b>	<b>Number of completed research papers / articles</b>
<b>Definition</b>	Production of knowledge by means of research papers / articles intended to decolonize history, heritage and spirituality (Resistance and Liberation Heritage) and to champion IKS as a field of study to ensure redress, inclusivity and access.
<b>Source of data</b>	Research Policy
<b>Method of calculation/ assessment</b>	Simple count of research papers / articles
<b>Means of verification</b>	Completed research papers / articles
<b>Assumptions</b>	Availability of sources for required information and budget to undertake research.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Research community and general public, inclusive of women and youth.
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly – 2 <sup>nd</sup> 3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	4 research papers / articles completed
<b>Indicator Responsibility</b>	Researchers, Research Manager

<b>Indicator Title</b>	<b>Number of seminars / conferences / public lectures conducted</b>
<b>Definition</b>	Conducting seminars / conferences / public lectures on themes / topics intended to emancipate the previously suppressed African voice and to contribute to the growing body of knowledge on Resistance and Liberation Heritage (RLH).
<b>Source of data</b>	Research Policy
<b>Method of calculation/ assessment</b>	Simple count of seminars / conferences / public lectures.
<b>Means of verification</b>	Concept documents; Invitations; Programmes; Photographs
<b>Assumptions</b>	Availability of funds with which to organize seminars / conferences / public lectures. Mobilization of the audience / participants.
<b>Disaggregation of Beneficiaries (where applicable)</b>	General public; learners; students; youth, academics; women; heritage practitioners; etc.
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annually – 4 <sup>th</sup> Quarter
<b>Desired Performance</b>	1 seminar / conference / public lecture conducted
<b>Indicator Responsibility</b>	Research Manager

<b>Indicator Title</b>	<b>Number of dialogues conducted</b>
<b>Definition</b>	Conducting dialogues (oral histories) with a view to emancipate the previously suppressed African voice to ensure redress, inclusivity and redress.
<b>Source of data</b>	Dialogue concept document
<b>Method of calculation/ assessment</b>	Simple count of dialogues
<b>Means of verification</b>	Transcripts or summaries
<b>Assumptions</b>	Availability of interviewees and budget
<b>Disaggregation of Beneficiaries (where applicable)</b>	Interviewees and participants in the events, including women, youth and people with disabilities.
<b>Spatial Transformation (where applicable)</b>	National, continental and international interviewees
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Bi-annually – 3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	4 dialogues conducted
<b>Indicator Responsibility</b>	Researchers, Archivists, Research Manager.

<b>Indicator Title</b>	<b>Number of Interfaith and strategic programmes conducted</b>
<b>Definition</b>	Conducting Interfaith programmes with a view to foster reconciliation, social cohesion, nation building and peace co-existence, as well as to promote IKS.
<b>Source of data</b>	Interfaith concept document
<b>Method of calculation/ assessment</b>	Simple count of interfaith programmes
<b>Means of verification</b>	Attendance registers
<b>Assumptions</b>	Availability of members of faith-based organizations, participants and budget.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Faith-based participants and general public, inclusive of women, youth and people with disabilities.
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annually – 4 <sup>th</sup> Quarter
<b>Desired Performance</b>	1 Interfaith and strategic programme conducted
<b>Indicator Responsibility</b>	Researchers; Research Manager

<b>Indicator Title</b>	<b>Number of visitors visiting the Freedom Park</b>
<b>Definition</b>	A quantified number of guests or feet through the gate to participate in various activities including tours, amenities, events, functions, research, etc.
<b>Source of data</b>	CRM reports on registered visitors or guests visiting Freedom Park
<b>Method of calculation/ assessment</b>	Registering number of guests and visitors at the point of entree per annum.
<b>Means of verification</b>	CRM reports or Guest Relations registry
<b>Assumptions</b>	Positioning programmes will attract visitors to the Freedom Park
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Schools and learners</li> <li>• Institutions of higher learning and students</li> <li>• Paying visitors</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)

<b>Reporting Cycle</b>	Bi-annually - 3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	10 000 visitors registered
<b>Indicator Responsibility</b>	Guest Relations Officer

<b>Indicator Title</b>	<b>Number of positioning and profiling activities conducted</b>
<b>Definition</b>	To position Freedom Park to all stakeholders and public in order to attract visitation
<b>Source of data</b>	Integrated Communication and Marketing Strategies and Positioning plans
<b>Method of calculation/ assessment</b>	Number of public relations and marketing programmes implemented per annum
<b>Means of verification</b>	Actual PR and Marketing Programme implemented
<b>Assumptions</b>	Programmes planned will be implemented on time and attract right target audiences to interact with the products and services of the Freedom Park.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	4 positioning and profiling activities conducted
<b>Indicator Responsibility</b>	Public Relations and Marketing Officers

<b>Indicator Title</b>	<b>Signed MOUs/ agreements and activated programmes</b>
<b>Definition</b>	To foster strategic relations with partners to collaborate on common programmes of social cohesion, nation building and reconciliation
<b>Source of data</b>	Signed MOUs
<b>Method of calculation/ assessment</b>	The number of collaborations conducted per annum
<b>Means of verification</b>	Activated programmes as per the MOUs signed
<b>Assumptions</b>	Change of signing or implementation dates due to unforeseen circumstances
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	2 <sup>nd</sup> , 3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	4 MOUs signed and activated
<b>Indicator Responsibility</b>	Events Co-ordinators

## Annexure A: Revision of the 2020/25 Strategic Plan and 2020/21 Annual Performance Plan

The impact of the national state of disaster and the nationwide lockdown has necessitated the need to review the institutional plans to ensure that the plans respond to the COVID-19 pandemic and continued service delivery in the 2020/21 financial year.

### PROGRAMME 1: ADMINISTRATION

#### Outcome: Sustainable diversified revenue streams

Outcome Indicator	Five-year Target 2020/25	Revised Five-year Target 2020/25	Annual Target 2020/21	Revised Annual Target 2020/21	Revised MTEF Period		
					2021/22	2022/23	2023/24
Amount of revenue in cash and in-kind raised	R20 Million fundraising revenue in cash and in-kind raised by 2024/25	R20 Million fundraising revenue in cash and in-kind raised by 2024/25	R5 Million fundraising revenue in cash and in-kind raised	R1 Million fundraising revenue in cash and in-kind raised	R4 Million fundraising revenue in cash and in-kind raised	R5 Million fundraising revenue in cash and in-kind raised	R5 Million fundraising revenue in cash and in-kind raised
Creation of initiatives that enhance job creation through procurement of goods and services	10 job opportunities created	25 job opportunities created	2 job opportunities created	5 job opportunities created	N/A	10 job opportunities created	10 job opportunities created

## PROGRAMME 2: BUSINESS DEVELOPMENT

### Outcome: Redress, Inclusivity and Access

Outcome Indicator	Five-year Target 2020/25	Revised Five-year Target 2020/25	Annual Target 2020/21	Revised Annual Target 2020/21	Revised MTEF Period		
					2021/22	2022/23	2023/24
Digitize cultural resources	5 000 cultural resources digitized	8 900 cultural resources digitized	1 000 cultural resources digitized	1 000 cultural resources digitized	1 500 cultural resources digitized	2 000 cultural resources digitized	2 200 cultural resources digitized
Acquire cultural resources related to 7 epochs of the exhibition to emancipate the African voice	25 cultural materials acquired	31 cultural materials acquired	5 cultural resources acquired	2 cultural resources acquired	5 cultural resources acquired	7 cultural resources acquired	10 cultural resources acquired
Process cultural resources according to heritage standards	10 000 cultural materials processed	8 100 cultural materials processed	2 000 cultural resources processed	1 000 cultural resources processed	1 500 cultural resources processed	1 800 cultural resources processed	2 000 cultural resources processed
Purchase books relevant to //hapo storyline	150 books purchased	630 books acquired	30 books acquired	30 books acquired	100 books acquired	150 books acquired	200 books acquired
Honour the heroes and heroines of the struggles for freedom and humanity by way of inscribing their names on the Wall of Names	2 000 names inscribed	900 names inscribed	400 names inscribed on the Wall of Names	200 names inscribed on the Wall of Names	200 names inscribed on the Wall of Names	300 names inscribed on the Wall of Names	100 names inscribed on the Wall of Names
Install temporary exhibitions in //hapo to enhance the permanent exhibition	10 temporary exhibitions developed / displayed	22 temporary exhibitions displayed	2 temporary exhibitions developed / displayed	2 temporary exhibitions displayed	4 temporary exhibitions displayed	5 temporary exhibitions displayed	6 temporary exhibitions displayed

Outcome Indicator	Five-year Target 2020/25	Revised Five-year Target 2020/25	Annual Target 2020/21	Revised Annual Target 2020/21	Revised MTEF Period		
					2021/22	2022/23	2023/24
Number of commemoration of heroes and heroines (RLH) programmes	N/A	5 Annual events commemorating heroes and heroines (RLH)	N/A	1 Commemoration of heroes and heroines (RLH) programme (Executions / Hangings) conducted	1 Commemoration of heroes and heroines (RLH) programme (Executions / Hangings) conducted	1 Commemoration of heroes and heroines (RLH) programme (Executions / Hangings) conducted	1 Commemoration of heroes and heroines (RLH) programme (Executions / Hangings) conducted
Heritage education events conducted	5 annual heritage education events conducted	4 annual heritage education events conducted	1 heritage education event conducted	N/A	1 heritage education event conducted	1 heritage education event conducted	1 heritage education event conducted
<del>Collections of stories published to emancipate the African voice</del>	<del>1 collection of stories published</del>	<del>-</del>	<del>N/A</del>	<del>-</del>	<del>N/A</del>	<del>N/A</del>	<del>1 collection of stories published</del>
Annual storytelling events conducted to promote, protect and preserve IKS	5 storytelling festivals / events conducted	5 storytelling events conducted	1 storytelling festival / event conducted	1 storytelling event conducted	1 storytelling event conducted	1 storytelling event conducted	1 storytelling event conducted
Conduct workshops to verify and validate names of heroes and heroines across race, class, gender and age divisions to be honoured on the Wall of Names and in the Gallery of Leaders	2 000 names verified and validated by the Names Verification Committee	800 names verified and validated by the Names Verification Committee	400 names verified and validated	100 names verified and validated	200 names verified and validated	300 names verified and validated	100 names verified and validated
Complete research papers / articles that decolonize history, heritage and spirituality	20 research papers / articles completed	36 research papers / articles completed	4 research papers / articles completed	4 research papers / articles completed	6 research papers / articles completed	8 research papers / articles completed	10 research papers / articles completed



Outcome Indicator	Five-year Target 2020/25	Revised Five- year Target 2020/25	Annual Target 2020/21	Revised Annual Target 2020/21	Revised MTEF Period		
					2021/22	2022/23	2023/24
(RLH), and promote, protect and preserve IKS							
Conduct seminars / conferences / public lectures that emancipate the African voice and advance a body of knowledge on RLH	10 seminars / conferences / public lectures conducted	10 seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted	1 seminar / conference / public lecture conducted	2 seminar / conference / public lecture conducted	2 seminar / conference / public lecture conducted	2 seminar / conference / public lecture conducted
Conduct dialogues to emancipate the African voice	40 dialogues conducted	28 dialogues conducted	8 dialogues conducted	4 dialogues conducted	6 dialogues conducted	6 dialogues conducted	6 dialogues conducted
Conduct Interfaith and strategic programmes to foster reconciliation, social cohesion, nation building and peace	20 Interfaith and strategic programmes conducted	17 Interfaith and strategic programmes conducted	5 Interfaith and strategic programmes conducted	1 Interfaith and strategic programme conducted	4 Interfaith and strategic programmes conducted	4 Interfaith and strategic programmes conducted	4 Interfaith and strategic programmes conducted

## PROGRAMME 3: PUBLIC ENGAGEMENT

### Outcome: Increased demand and consumption of product and services

Outcome Indicator	Five-year Target 2020/25	Revised Five- year Target 2020/25	Annual Target 2020/21	Revised Annual Target 2020/21	Revised MTEF Period		
					2021/22	2022/23	2023/24
Number of visitors visiting the Freedom Park	670 000 visitors registered	405 000 visitors registered	Register 100 000 tourists	Register 10 000 visitors	Register 115 000 visitors	Register 130 000 visitors	Register 150 000 visitors

## Annexure B: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget (R thousand)	Period of Grant

## Annexure C: Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
Freedom Park	Percentage of valid supplier invoices paid within 30 working days from the date of receipt	100% valid supplier invoices paid within 30 working days from the date of receipt	Creditors' Age Analysis
	Promote ethical culture of accountability	1 ethics survey conducted (Biennial starting 2021/22)	Ethics Survey Questionnaire
	Amount of fundraising revenue in cash and in-kind raised	R1 Million fundraising revenue in cash and in-kind raised	Donation agreements and MOUs
	Number of job opportunities created through procurement of goods and services	5 job opportunities created	Confirmation letters from service providers
	Unqualified audit opinion	Unqualified audit opinion	Annual Financial statements and Annual Performance Report
	Percentage of projects implemented from the ICT Strategy	40% ICT projects implemented from the ICT Strategy	Business Process Review System
	Percentage of procurement spend on youth, women and people with disability	30% of all procurement transactions awarded to youth, women and people with disability	Central Supplier Database, BBBEE certificate or Company Registration
	Percentage reduction of irregular, fruitless and wasteful expenditure	30% reduction of existing irregular, fruitless and wasteful expenditure	Payment of invoices
	Number of cultural resources digitized	1 000 cultural resources digitized	Digitization strategy document

Institution	Output Indicator	Annual Target	Data Source
	Number of cultural resources acquired	2 cultural resources acquired	Pan African Archives concept document
	Number of cultural resources processed	1 000 cultural resources processed	Cataloguing Manual
	Number of books acquired	30 books acquired	//hapo storyline
	Number of names of heroes and heroines inscribed on the Wall of Names	200 names inscribed on the Wall of Names	Inscription guideline
	Number of temporary exhibitions developed / displayed in //hapo	2 temporary exhibitions developed / displayed	//hapo storyline Exhibition concept
	Annual Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	1 Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	Concept document Programme
	Number of commemoration of heroes and heroines (RLH) programmes conducted	1 Commemoration of heroes and heroines (RLH) programme (Executions / Hangings) conducted	Concept document Programme
	Number of education programmes' support materials published	Support material for 1 education programme published	Education Policy
	Annual heritage education event conducted	1 heritage education event conducted (starting 2021/22)	Concept document
	Annual storytelling event conducted	1 storytelling event conducted	Education Policy Concept document
	Number of names of heroes and heroines verified and validated by the Names Verification Committee (NVC)	100 names verified and validated	Criteria document for names collection and verifications; Terms of reference for names verification
	Number of completed research papers / articles	4 research papers / articles completed	Research Policy
	Number of seminars / conferences / public lectures conducted	1 seminar / conference / public lecture conducted	Research Policy
	Number of dialogues conducted	4 dialogues conducted	Dialogue Concept document
	Number of interfaith and strategic programmes conducted	1 Interfaith and strategic programme conducted	Interfaith Concept document

Institution	Output Indicator	Annual Target	Data Source
	Number of visitors visiting the Freedom Park	10 000 visitors registered	CRM reports on registered visitors or guests visiting Freedom Park
	Number of positioning and profiling activities conducted	4 positioning and profiling activities conducted	Integrated Communication and Marketing Strategies and Positioning Plans
	Signed MOUs/ agreements and activated programmes	4 MOUs signed and activated	Signed MOUs

## Annexure D: Materiality Framework

### Background

This document was developed to give effect to the May 2002 amendment to the Treasury Regulations, whereby the following new requirement was set for public entities:

*“For purposes of material [sections 55(2) of the Public Finance Management Act (PFMA)] and significant [section 54(2) of the PFMA], the accounting authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority.”*

[Section 28.3.1]

Public entities are required to include the Materiality and Significance Framework in the Strategic Plan to be submitted to its Executive Authority. [TR 30.1.3]

No definitions for the concepts “material” and “significant” are included in either the PFMA or in the Treasury Regulations. Accordingly, in compiling this framework the Park has sought guidance from, inter-alia SAAS 320.03 (published by the South African Institute of Chartered Accountants), which defines materiality as follows:

*“Information is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial statements. Materiality depends on the size of the item or error judged in the particular circumstances of its omission or misstatement. Thus, materiality provides a threshold or cut-off point, rather than being a primary qualitative characteristic which information must have if it is to be useful.”*

Further guidance was drawn from SAAS 320.17 for a public sector perspective: The following SAAS guidance is pertinent to the Park:

*“In an audit of financial statements in the public sector, the auditor’s assessment of materiality may be influenced by the public accountability of the audited entity, and the sensitivity of the entity’s accounts, activities and functions regarding matters of public interest.”*

The reference to “economic” decisions (SAAS 320.03 above) is therefore, assessed as not being conclusive or wholly appropriate to a public entity such as the Freedom Park.

Further, materiality can be based on a number of financial indicators. Detailed below is an indicative table of financial indicators of the type that is widely accepted in the accounting profession as basis for calculating materiality.

<b>General Basis used in accounting profession</b>	<b>Acceptable Percentage Range</b>	<b>FP Applicability</b>
Gross Revenue	0.25 – 1%	Applicable; being Grants received and interest income
Gross Surplus	1 – 2%	Applicable; being excess of grants over operating and capital expenditure.
Net Surplus	2.5 – 10%	Applicable; being construction funding not applied during financial year.
Equity	2 – 5%	Not Applicable
Total assets	0.25 – 2%	Applicable; being construction cost (plus capitalised research and development cost and office infrastructure.)

### **Broad Framework for Freedom Park**

FP will be dealing with this framework under two main categories, being quantitative and qualitative aspects.

#### **Quantitative aspects**

##### **Materiality level**

The Park assesses the level of a material loss as being R262 910; being 0.25% of gross budgeted expenditure (R105 164 000) for all transactions reflected in the statement of financial performance.

The Park assesses the level of a material loss as being R1 741 232; being 0.25% of the carrying value of the 2018/19 non-current assets (R696 493 159) for all balances reflected in the statement of financial position.

### **Motivation**

Different levels of materiality have been set for classes of transactions and balances. This is due to the fact that FP has a relatively limited operational budget supporting a large capital base. It is therefore essential to identify and set different materiality levels for transactions and balances as the risk related to each will differ.

### **Factors considered**

In determining the said materiality value as ¼% of gross expenditure (operating cost plus capital expenditure), FP took into account factors that include:

#### **Nature of FP's business.**

**Revenue:** Funding for the Park primarily comprise grants received from the Department of Sports, Arts and Culture; together with interest earned on investments in deposit accounts.

**Expenditure:** Given the nature of FP to be an entity mandated to construct and maintain physical structures and house intellectual property, preference is given to gross expenditure as basis of defining the level of materiality for transactions.

**Non-Current Assets:** As the carrying value of infrastructure and other property, plant and equipment far exceeds that of the amount of transactions and other balances, preference is given to non-current assets as basis of defining the level of materiality for balances.

#### **Statutory requirements applicable to FP.**

- FP is a project funded by the Department of Sports, Arts and Culture; approval for its formation having been obtained in terms of sec 38(1) (m) of the PFMA.
- The Park has been listed as a PFMA Schedule 3A public entity.
- The Council of the Park is required to execute the mandate in accordance with Section 3(1) of the Cultural Institutions Act 1998.



The Park accordingly elects to give preference to a lower level of materiality (i.e. closer to the lower level of the acceptable percentage range) due to it being so closely governed by various acts and the public accountability responsibility it has to stakeholders.

### **The control and inherent risks associated with FP**

In assessing the control risk of FP concluded that a materiality level of 0.25% of expenditure and non-current assets is appropriate and prudent. This assessment is based on the fact that a sound control environment is being maintained. In this regard cognisance was given to amongst other matters:

- Proper and appropriate governance structures have been established that include a Council, CEO, CFO position, and the position of a Company Secretary.
- An audit committee that closely monitors the control environment of FP was established;
- The function of internal audit is outsourced to a firm of professional internal auditors; and
- A three-year Internal Audit Coverage Plan, based on annual risk assessments being performed. This is annually reviewed and agreed by the audit committee.

### **FP General Approach to Qualitative Aspects**

Materiality is not confined to the size of the entity and the elements of its financial statements.

The Park recognises that misstatements that are large either individually or in the aggregate may affect a “reasonable” user’s judgement. Further, misstatements may also be material on qualitative grounds. These qualitative grounds include amongst other:

- New ventures that FP may enter into.
- Unusual transactions entered into that are not of a repetitive nature and are disclosed purely due to the nature thereof due to knowledge thereof affecting the decision making of the user of the financial statements.
- Transactions entered into that could result in reputational risk to FP.
- Any fraudulent or dishonest behaviour of an officer or staff of FP.

- Any infringement of the Park agreed performance levels.
- Procedures/processes required by legislation or regulation (e.g. PFMA and the Treasury Regulations).
- Unauthorised, irregular or fruitless and wasteful expenditure.
- Items of a non-financial nature, which would impact on the continued operation and deliverables of the Park.

The Park further expands on these aspects under **Annexure A**, to this document.

The policy contained in this framework will be appropriately presented in the Annual Report of the Park as required.

### **Definitions and Abbreviations**

Accounting Authority:	Freedom Park Council
Executive Authority:	National Department of Sports, Arts and Culture
Entity:	Freedom Park (FP or Park)
PFMA:	Public Finance Management Act (Act 1 Of 1999 as amended by act 29 of 1999)
Treasury Regulations:	Public Finance Management Act, 1999: amendment of Treasury Regulations in Terms of Section 76 as published in Government Gazette No. 7372

## Annexure: Detailed/Specific FP Responses to Requirements

### FP Response to Fiduciary duties of the Accounting Authority Requirements

<p>The accounting authority must (c) on request, disclose to the <b>executive authority</b> responsible for that public entity or the legislature to which the public entity is accountable, <b><u>all material facts</u></b>, including those reasonably discoverable, which in any way influence the decisions or actions of the executive authority or that legislature.</p>		
<b><u>Further/Specific Requirement (PFMA section 5a)</u></b>	<b><u>FP Response: Quantitative</u></b>	<b><u>FP Response: Qualitative</u></b>
None	Any fact discovered of which the amount exceeds the determined materiality figure as calculated under par 2.1	<p>1. Any item or event of which specific disclosure is required by law</p> <p>2. Any fact discovered of which its omission or misstatement, in the Council's opinion, could influence the decisions or actions of the executive authority or legislature.</p>

### FP Response to Annual Report and Financial Statements Requirement

<p><b><u>General/Principal Requirement (PFMA section 55)</u></b></p> <p>The annual report and financial statements referred to in subsection (1) (d) must (a) fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned:</p>
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<b><u>Further/Specific Requirement (PFMA section 55 (a))</u></b>	<b><u>FP Response: Quantitative</u></b>	<b><u>FP Response: Qualitative</u></b>
<p>(b) include particulars of:</p> <p>(i) any material losses through criminal conduct and any irregular expenditure and fruitless</p>	<p>1. Losses through criminal conduct: Any loss identified.</p>	<p>All identified losses through criminal conduct, unauthorised, fruitless and wasteful expenditure</p>

<b><u>Further/Specific Requirement</u></b> <b><u>(PFMA section 55 (a))</u></b>	<b><u>FP Response:</u></b> <b><u>Quantitative</u></b>	<b><u>FP Response: Qualitative</u></b>
<p>and wasteful expenditure that occurred during the financial year:</p> <p>(ii) any criminal or disciplinary steps taken consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;</p> <p>(iii) any losses recovered or written off;</p> <p>(iv) any financial assistance received from the state and commitments made by the state on its behalf; and</p> <p>(v) Any other matters that may be prescribed.</p>	<p>2. Losses through irregular, fruitless, wasteful expenditure: Where combined total exceeds the planning materiality figure used by the external auditors for the year under review. However the qualitative nature will be taken into account</p>	<p>will be disclosed due to the fact that it is qualitatively material.</p>

**FP Response to Information to be submitted by Accounting Authority Requirement**

**General/Principal Requirement (PFMA section 54)**

Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its executive authority for approval of the transaction:

<b><u>Further/Specific Requirement</u></b> <b><u>(PFMA section 54)</u></b>	<b><u>FP Response:</u></b> <b><u>Quantitative</u></b>	<b><u>FP Response: Qualitative</u></b>
<p>(b) Participation in a <b><u>significant</u></b> partnership, trust,</p>	<p>Qualitative aspect is more relevant</p>	<p>Any participation, outside of the approved strategic plan and budget.</p>

unincorporated joint venture or similar arrangement.		
(c) Acquisition or disposal of a <b>significant</b> shareholding in a company.	Qualitative aspect is more relevant	Any acquisition or disposal, outside of the approved strategic plan and budget.
(d) Acquisition or disposal of a <b>significant</b> asset.	Qualitative aspect is more relevant	1. Any asset that would increase or decrease the overall operational functions of the Park, outside of the approved strategic plan and budget.  2. Disposal of the major part of the assets of the Park.
(e) Commencement or cessation of a <b>significant</b> business activity.	Qualitative aspect is more relevant	Any business activity that would increase or decrease the overall operational functions of the Park, outside of the approved strategic plan and budget.

**Chief Financial Officer:** Ms Hulisani Ramugadi

Signature: \_\_\_\_\_

Date:

**Accounting Officer:** Ms J Mufamadi

Signature: \_\_\_\_\_

Date:

**Accounting Authority:** Mr MCR Makopo

Signature: \_\_\_\_\_

Date:



an agency of the  
Department of Arts and Culture

# FREEDOM PARK

## COUNCIL CHARTER

## AND

## CODE OF CONDUCT

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CHAIRPERSON OF COUNCIL

Approved by Council	05 January 2016
Replaced	26 April 2019

## 1. INTRODUCTION

- a. Freedom Park is a Declared Cultural Institution established as a juristic person in terms of section 3 of the Cultural Institutions Act No. 119 of 1998 and declared as such in terms of Government Gazette No. 31443, Notice No 1019, Vol 519 of 26 September 200. f 1998). In line with good governance Freedom Park has drawn up this Council Charter in accordance with the recommendations of the King Report IV, subject to the provisions of the Cultural Institutions Act No. 119 of 1998, the Public Finance Management Act, 1999 (Act No 1 of 1999), and any other applicable law or regulatory provision.

## 2. APPLICABLE LEGISLATION

- a. The following legislation applies to the roles, functions, obligations, rights, responsibilities and powers of Council:
  - i. Cultural Institutions Act No. 119 of 1998 (the Act);
  - ii. Public Finance Management Act, 1999 (Act No 1 of 1999) (the PFMA);
  - iii. King Report IV, issued by the Institute of Directors in Southern Africa.

## 3. DEFINITIONS

In this Charter, unless the context indicates otherwise-

- a. an expression, which denotes any gender, includes the other gender, a natural person includes a judicial person and vice versa, and the singular includes the plural and vice versa;
- b. clause headings are for convenience only and will not be used in its interpretation, and the following expressions bear the meanings assigned to them and cognate expressions bear corresponding meanings–
  - i. **“Council”** means Freedom Park Council appointed as such in terms of Cultural Institutions Act No. 119 of 1998;
  - ii. **“Accounting Officer”** means the Chief Executive Officer (CEO);
  - iii. **“Act”** means the Cultural Institutions Act No. 119 of 1998;
  - iv. **“Chairperson”** means the Chairperson of Council;
  - v. **“Department”** means the Department of Sports, Arts and Culture;
  - vi. **“Employer”** means Council or the CEO, acting on the instructions of the Council and on behalf of Council;
  - vii. **“Employee”** means any person, excluding an independent contractor, who works for Freedom Park and who receives, or is entitled to receive any remuneration;
  - viii. **“Management”** means the CEO and all Heads of Departments;
  - ix. **“Minister”** means the national Minister responsible for the Department of Sports, Arts and Culture;
  - x. **“Organisation”** includes Council, its Committees, Management and administrative component;
  - xi. **“President”** means the President, in his or her capacity as the Head of the National Executive, as contemplated in section 85(2) of the Constitution of the Republic of South Africa, 1996;

## 4. PURPOSE OF THE COUNCIL CHARTER

This Council Charter sets out-

- a. the roles, functions, obligations, rights, responsibilities and powers of the Freedom Park; and
- b. the policies and practices of Freedom Park in respect to its duties, functions, responsibilities and value systems.

## **5. APPOINTMENT, COMPOSITION AND REMUNERATION**

- a. The Council consists of at least seven Members appointed by the Minister.
- b. The Members of Council are appointed in accordance with the principles of transparency and representivity.
- c. The Members of Council are appointed for a period of three years, unless a shorter period is prescribed by the Minister.
- d. A Member of Council whose period of office has expired, may be reappointed.
- e. If a Member of Council dies or vacates the office before the expiration of three years, another person may be appointed to fill the vacancy for the remainder of the term.
- f. At least one of the members appointed to Council must have experience in financial matters.
- g. The members of Council must be appointed with a view to geographic representivity.
- h. A Member of Council must vacate the office if the Member-
  - resigns in writing;
  - has been absent from three consecutive meetings of Council without its leave;
  - is an unrehabilitated insolvent;
  - is found to be of unsound mind by a competent court;
  - is convicted of an offence involving dishonesty or bodily harm and is sentenced to imprisonment without the option of a fine; or
  - materially breaches the code of ethics of the institution.
- h. A Member of Council who is not in the full-time employment of the State, may receive out of the funds of that Council in respect of his or her functions as Member the allowances that the Minister in consultation with the Minister of Finance determines.
- i. The Chairperson is elected from and by the appointed Members of Council and holds office for the period or the unexpired portion of the period for which he or she has been appointed as member of Council, unless Council otherwise determines.
- j. If the Chairperson vacates the office as the Chairperson before the expiration of the period for which he or she was appointed, another member of Council must be elected as Chairperson from the appointed Members of Council.
- k. If the Chairperson is absent from a meeting of Council concerned or not able to preside at that meeting, the Members present must elect one of their number to preside at that meeting and that person may, during that meeting and until the Chairperson resumes his or her functions, perform all those functions.

## **6. TERM OF OFFICE**

- a. Members of Council are appointed for a period of three years, unless a shorter period is prescribed by the Minister.
- b. A Member of Council whose period of office has expired, may be reappointed by the Minister.

## **7. VACANCIES**



If a Member of Council dies or vacates the office before the expiration of the period for which the Member has been appointed, another person may be appointed by the Minister to fill the vacancy for the unexpired portion of the period for which the Member was appointed.

## 8. FUNCTIONS OF COUNCIL

The functions of Council are-

- a. to formulate policy (**Sector Policies – not operational**);
- b. to ensure that the organisation holds, preserves and safeguards all movable and immovable property of whatever kind placed in the care of or loaned or belonging to the declared institution concerned;
- c. to receive, hold, preserve and safeguard all specimens, collections or other movable property placed under its care and management;
- d. to raise funds for the institution;
- e. to manage and control the moneys received by the declared institution and to utilise those moneys for defraying expenses in connection with the performance of its functions;
- f. to keep a proper record of the property of the declared institution,
- g. to submit to the Director-General any returns required by him or her in regard thereto and to cause proper books of account to be kept;
- h. to determine, subject to this Act and with the approval of the Minister, the objects of the declared institution; and
- i. to, generally, carry out the objects of the declared institution.
- j. Council may determine the hours during which and the conditions and restrictions subject to which the public may visit the declared institution concerned, or portion thereof, and the admission charges to be paid.
- k. Council may appoint such persons as it considers necessary to perform the functions of the declared institution concerned.
- l. The determination of the remuneration and other conditions of service of persons appointed must be in accordance with a scheme approved by the Minister in consultation with the Minister of Finance.

## 9. FIDUCIARY RESPONSIBILITIES OF COUNCIL

- a. Freedom Park is a Schedule 3 public entity in terms of the PFMA.
- b. Council is the accounting authority.
- c. Council must—
  - i. exercise the duty of utmost care to ensure reasonable protection of the assets and records of the entity;
  - ii. act with fidelity, honesty, integrity and in the best interests of the entity in managing the financial affairs of the entity;
  - iii. when required, disclose to the Department, all material facts, including those reasonably discoverable, which in any way may influence the decisions or actions of the Department; and
  - iv. seek, within the sphere of influence of Council, to prevent any prejudice to the financial interests of the state.
- d. A Member of Council may not—
  - i. act in a way that is inconsistent with the responsibilities assigned to an accounting authority in terms of the PFMA; or
  - ii. use the position or privileges of, or confidential information obtained as accounting authority or a member of an accounting authority for personal gain or to improperly benefit another person.
- e. A Member of Council must—

disclose to the accounting authority any direct or indirect personal or private business interest that that member or any spouse, partner or close family member may have in any matter before the accounting authority; and

ii. withdraw from the proceedings of the accounting authority when that matter is considered, unless the accounting authority decides that the member's direct or indirect interest in the matter is trivial or irrelevant.

## 10. GENERAL RESPONSIBILITIES OF COUNCIL

- a. Council —
- i. must maintain an effective, efficient and transparent systems of financial and risk management and internal control;
  - ii. have a system of internal audit under the control and direction of an Audit Committee complying with and operating in accordance with regulations and instructions prescribed in terms of sections 76 and 77 of the PFMA;
  - iii. have an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective;
  - iv. have a system for properly evaluating all major capital projects prior to a final decision on the project;
- b. must take effective and appropriate steps to—
- i. collect all revenue due to the public entity concerned;
  - ii. prevent irregular expenditure, fruitless and wasteful expenditure, losses resulting from criminal conduct, and expenditure not complying with the operational policies of the public entity;
  - iii. manage available working capital efficiently and economically;
- c. is responsible for the management, including the safeguarding, of the assets and for the management of the revenue, expenditure and liabilities of the entity.
- d. must comply with any tax, levy, duty, pension and audit commitments as required by legislation;
- e. must take effective and appropriate disciplinary steps against any employee of the public entity who—
- i. contravenes or fails to comply with a provision of this Act;
  - ii. commits an act which undermines the financial management and internal control system of the entity; or
  - iii. makes or permits an irregular expenditure or a fruitless and wasteful expenditure.
- f. is responsible for the submission by the entity of all reports, returns, notices and other information to Parliament, and to the Department or National Treasury, as may be required by the PFMA.
- g. must comply, and ensure compliance by the entity, with the provisions of the PFMA and any other legislation applicable to the entity.
- h. If Council is unable to comply with any of the responsibilities determined for an accounting authority, Council must promptly report the inability, together with reasons, to the Department and National Treasury.

## 11. INFORMATION TO BE SUBMITTED BY COUNCIL

- a. Council must submit to National Treasury or the Auditor-General such information, returns, documents, explanations and motivations as may be prescribed or as the treasury or the Auditor-General may require.
- b. Before the entity acquires or disposes of a significant asset, Council must promptly and in writing inform the National Treasury of the transaction and submit relevant particulars of the transaction to the Department for approval of the transaction.

- c. Council may assume that approval has been given if it receives no response from the Department on a submission within 30 days or within a longer period as may be agreed to between itself and Department.
- d. Council must keep full and proper records of the financial affairs of the entity and prepare financial statements for each financial year in accordance with generally accepted accounting practice, unless the Accounting Standards unless Council approves the application of generally recognised accounting practice for the entity.
- e. Council must submit those financial statements within two months after the end of the financial year to the auditors of the entity for auditing to the Department and the Auditor-General—
  - i. an annual report on the activities of that public entity during that financial year;
  - ii. the financial statements for that financial year after the statements have been audited; and
  - iii. the report of the auditors on those statements.
- f. The annual report and financial statements fairly present the state of affairs of the entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned.
- g. *The Report must also include* particulars of—
  - i. any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;
  - ii. any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;
  - iii. any losses recovered or written off;
  - iv. any financial assistance received from the state and commitments made by the state on its behalf; and
  - v. any other matters that may be prescribed;
- h. Council must submit the report and statements for tabling in Parliament to the Department.

## 12. THE ROLE AND ACCOUNTABILITY OF COUNCIL

- a. Council shall assume ultimate accountability and responsibility for the performance and affairs of Freedom Park and shall in so doing effectively represent and promote the legitimate interests of the organization and its stakeholders.
- b. Council, at all times, shall retain full and effective control over Freedom Park and shall direct and supervise the business and affairs of the organisation.
- c. In addition, Council has a responsibility to the broader stakeholders which include, inter alia, the present and potential beneficiaries of Freedom Park and services, clients, suppliers, funders, employees and the wider community to achieve continuing benefits from the services of Freedom Park.
- d. The Members of Council carry full fiduciary responsibility and owe a duty of care and skill to Freedom Park in terms of the Constitution, the Act and the Code of Ethics as outlined in the King IV Report.
- e. Council shall exercise leadership, enterprise, integrity and judgement in directing the organisation's actions to achieve continuing efficiency within the context of transparency and accountability.
- f. Council shall oversee, approve, monitor and review corporate strategy, major implementation plans of action, Freedom Park policies, appropriate systems, annual budgets and business operational plans of the organisation.

- g. Council shall establish performance objectives to enable it to measure management's performance and the progress of the organisation in attaining a set goals, objectives and targets during its term of office.
- h. Council shall develop clear definitions of the levels of appropriate materiality or sensitivity in order to determine the scope and delegation of its authority and to ensure that it reserves specific powers and authority for itself as outlined in the Act.
- i. All delegated authority shall be in writing and shall be evaluated on a regular basis, to ensure relevance and effectiveness and to be in line with the relevant changes in the organisation.
- j. Council shall manage potential conflicts of interest of Council Members, Management, and the wider stakeholders, and ensure, clean, transparent and accountable governance throughout the organisation at all times.
- k. Council shall oversee the organisation's values and ethics and shall ensure that an appropriate corporate Code of Conduct is in place. **(Attached as a separate document)**
- l. Council shall be responsible for ensuring that succession plans are in place for Council as a whole, the Chairperson, CEO, Council Committee Members, Heads of Departments and key posts (as determined by Council from time to time) in the organisation.
- f. Council shall ensure that technology and systems used in the organisation are appropriate for it to run the business properly and competitively through the efficient use of its resources.
- g. Council shall manage and protect the organisation's financial position with the aid of its Audit and Risk Committee, and in so doing shall ensure that:
  - i. the financial statements are true and fair and contain proper disclosures and conform with the law as set out in the Treasury Regulations;
  - ii. appropriate internal controls and regulatory compliance, policies, procedures and processes are in place; and
  - iii. non-financial aspects relevant to the organisations are identified and monitored.
- h. Council shall implement and maintain an effective organisational risk management framework and ensure that key risk areas and key performance indicators of the organisation are identified and monitored.
- i. Council shall ensure that the organisation complies with all relevant laws, regulations and codes of conduct.
- j. Council shall be satisfied that the organisation has a sound communication policy, and an effective stakeholder management framework and that it communicates regularly, openly and promptly with its staff and all relevant stakeholders, with substance prevailing over form.
- k. The responsibility for the day-to-day management of the organisation shall vest with CEO through the Heads of Departments within the powers and authorities delegated to it by Council. Council shall afford Management strategic direction and support in the execution of its duties.
- l. Council Members shall have unrestricted access to all organisational information, records, documents and property. **The Company Secretary or in his/her absence the CEO** shall assist the Council or any Member thereof in providing any information or document that may be required.
- m. Council shall monitor the social responsibilities of Freedom Park and promulgate policies consistent with the organisation's legitimate interests and good business practices and shall thus: subscribe to fair, equitable and non-discriminatory employment practices;
  - i. Preserve and protect the natural environment; and
  - ii. enhance and promote the rights and participation of communities they serve.

### 13. COUNCIL PROCEDURES

- a. The conduct of Council Members shall be consistent with their duties and responsibilities to the organisation and consequently to the stakeholders they serve.
- b. The Council Members shall comply with all relevant legislation and shall be required to maintain strict confidentiality of all information relating to the functions and activities of Council;
- c. Council shall be disciplined in fulfilling its functions, with the emphasis being placed on strategic issues and policy positions;
- d. Council's discussions shall be open and constructive and have to always produce resolutions and action plans;
- e. Discussions and records of Council shall remain confidential unless a specific directive is received from Council to the contrary;
- f. Council shall have sole authority over its agenda. Any Member of Council may request the Chairperson/CEO or Company Secretary to include an item on the agenda for discussion by and the decision of Council.
- g. At each meeting Council shall, at a minimum, consider all matters laid out in the meeting agenda.

### **13.1 Council shall, during the cycle of its activities**

- a. approve the annual budget, strategic plan and business plan and performance agreements for senior management;
- b. approve the annual and half-yearly financial statements and statutory reports and public announcements;
- c. review the performance of Council and Council Committees
- d. review CEO's remuneration;
- e. review policies and practices in general (such as remuneration, donations and sponsorships, authority levels and others), as deemed appropriate.

### **13.2 Council Committees**

- a. Council is authorised to establish Committees, in which members of Council shall play an important role, to assist it in the execution of its duties, powers and authorities.
- b. Council shall delegate to each of the Committees established, such authority as is required to enable such Committees to fulfil their respective functions.
- c. The delegation of authority to Committees or Management shall not mitigate or discharge Council from their duties and responsibilities.
- d. Council shall constitute the following committees:
  - i. Audit and Risk;
  - ii. HR & Remuneration;
  - iii. Core Business;
  - iv. Finance and Fundraising; and
  - v. Executive.
- e. Each Committee shall have formal terms of reference that shall be approved by Council.
- f. The Chairperson of each Committee shall report back to Council at each Council meeting on the activities of the Committee.
- g. Committees and Members are authorised to obtain independent outside professional advice as and when considered necessary.
- h. The Company Secretary shall assist the Committees and Members in obtaining any such professional advice.
- i. Council shall be able to impose or revoke any regulation and/or delegation of authority, by which any committee or individual shall operate, at any time by recording its decision in the Council minutes.

### **13.3 Matters reserved for Council decision**

- a. Council shall be responsible for undertaking regular performance assessments of Council as a whole, Committees, the CEO and individual Managers in order to evaluate their effectiveness and performance. It will also focus on the following focus areas:
  - i. approval of the strategy, business plans and annual budgets and of any subsequent material changes in strategic direction or material deviations in business plans;
  - ii. evaluation of key assumptions and business indicators on which the organisation's strategic objectives and policies are based;
  - iii. consideration and approval of any material departure from strategic objectives and policies;
  - iv. including significant re-alignment of the businesses with key strategic thrust;
  - v. consideration and approval any major transactions; and
  - vi. oversight of all important policies regulating organisational relations with its primary stakeholders and the significant issues arising from these relationships.

### **13.4 Financial matters with the guidance of the Audit and Risk Committee**

- a. adoption of any significant change or departure in the accounting policies and practices of the organisation;
- b. approval of annual financial statements, interim reports and all matters related thereto;

### **13.5 Statutory and administrative with the guidance of the relevant Council Committee**

- a. propose legislative amendments to the Minister on areas that prohibit effective performance of the organisation;
- b. settlement of legal or arbitration proceedings, where material, excluding those proceedings that are conducted in the ordinary course of business;
- c. granting general signing authorities and changes pursuant to the Act;
- d. formulation of policies in relation to trade union relations and industrial relations.

## **14. CORPORATE GOVERNANCE**

- a. Council is the focal point of corporate governance in Freedom Park. It is ultimately accountable and responsible for the performance and affairs of the organisation.
- b. Council shall be responsible for ensuring that an adequate and effective process of corporate governance is established and maintained and that it complies with King IV.
- c. Council shall include a full report on its corporate governance in the annual report and its compliance with the King IV.

## **15. RISK MANAGEMENT**

- a. Council shall be responsible for the process of risk management.
- b. Council shall also be responsible for disclosures on risk management in the annual reports and financial statements and shall ensure that risk assessments are undertaken at least every quarter and developing a risk mitigation strategy to protect the organisation from the risks.
- c. Council shall be also responsible for reporting significant risks that affect decisions of stakeholders in their dealings with the organisation and shall disclose these in the annual report.
- d. Council shall ensure that an effective, on-going process shall be in place to identify risks, measure their impact and proactively manage and monitor these and that at

appropriate intervals it receives and reviews reports on the risk management process, Freedom Park's risk profile and compliance with legislation pertaining to risk and risk management.

## **16. ACCOUNTABILITY AND AUDIT**

- a. Council shall establish Audit and Risk Committee to review and monitor the financial reporting, audit requirements and internal control principles and to maintain an appropriate relationship with the organisation's auditors and for making all such related recommendations to Council.
- b. Council shall establish formal and transparent arrangements for maintaining a relationship with and internal and external auditors and ensure that timely and accurate disclosure is made of any information that would be of material importance.

## **17. REMUNERATION OF EMPLOYEES**

- a. The remuneration of the staff and Managers shall be reviewed by the HR & Remuneration Committee and approved by Council and a detailed report including the remuneration framework shall be published in the annual report.

## **18. MEETINGS AND COUNCIL ATTENDANCE**

- a. Meetings of Council shall be held at such venue and at such time as Council deems appropriate, but it shall normally meet at least four (4) times a year or at the request of Management or of the Chairperson or of the Council Members.
- b. Council Members shall use their best endeavours to attend Council meetings and to prepare thoroughly for each meeting. Members who are absent from Council meetings for three (3) consecutive meeting will be reported to the Minister and a proposal for their replacement will be made to the Minister and the President.
- c. Council members are expected to participate fully, frankly and constructively in Council discussions and other activities and to bring the benefit of their particular knowledge, skills and abilities to Council.
- d. Council Members who are unable to attend a scheduled Council meeting shall advise the Company Secretary of their inability to attend.
- e. The Chairperson may for good reason request staff to leave the Boardroom for any part of the Council meeting. This is especially so during deliberations relating to executive performance or remuneration.
- f. Executive Management, as appropriate, may attend Council meetings to facilitate communication between Executive Management and Council.
- g. Professional advisors, officers or members of staff whose input may be required or who may be invited may be invited to the meetings, at the discretion of the Chairperson.
- h. The Chairperson may excuse from the meeting or from any item on the agenda any of the attendees at a meeting who may have or may be considered by Council to have a conflict of interest.

## **19. PROCEEDINGS OF MEETINGS**

- a. Meetings and proceedings of Council shall be governed by the procedures developed by Council established from the Act;
- b. An annual calendar of meetings, with an outline of the cyclical business to be considered at each meeting, shall be drawn up by the Company Secretary, in conjunction with the CEO. It shall be presented for advance tabling, discussion and agreement by Council.

- c. Unless under exceptional circumstances, at least five (5) working days' notice shall be given of a meeting of Council. Such notices shall, where possible, include the agenda and any supporting documentation.
- d. The Company Secretary, in conjunction with the CEO, shall prepare an agenda raising all relevant issues requiring attention to ensure that effective proceedings are facilitated.
- e. The Company Secretary shall ensure that the agenda and meeting papers are circulated to Council Members at least seven (7) working days before the date set down for the meeting.
- f. The Company Secretary shall maintain a record of Council reports and Council Members will arrange with him/her to obtain access to records of Council documentation and minutes if required by them in the course of discharging their duties as Council Members of the organisation.

Each Council meeting shall include at least the following matters:

Reports on:

- i. strategic initiatives and progress in relation thereto;
- ii. matters of material or potentially material impact and/or risk.

Documents requesting approval of:

- i. minutes of previous meetings;
- ii. any matters requiring specific approval by Council.

Reports by:

- i. key operational personnel;
- ii. Chief Financial Officer.

Committee documentation:

- i. Reports from the relevant Chairpersons of the relevant Committees;
- ii. All matters tabled for approval, noting and information.

Governance matters of a general or of an ad-hoc nature:

- i. The quorum for any meeting of Council shall be as determined by meeting procedures.
- ii. Each Council Member is responsible for being satisfied that, objectively, he/she has been furnished with all the relevant information and facts before making a decision.
- iii. A Council Member may not be counted in the quorum on any matter in which he/she has an interest. Additionally, he/she may be recused from any meeting at the discretion of the Chairperson when such matters are discussed.
- iv. Minutes of meetings shall be taken by the Company Secretary and shall be circulated to all Council Members within seven (7) working days of the relevant Council/Committee meeting.
- v. The minutes shall record the proceedings and decisions taken, the details of which shall remain confidential. A record shall be kept of the attendance of Council Members at Council meetings.
- vi. Council shall make a statement in the annual report on its terms of reference and activities, the processes used in discharging its responsibilities and duties, the membership of the various Committees, the number of Council and Committee meetings and the attendance of members over the course of the financial year.

## **20. PROFESSIONAL OR BUSINESS SERVICES PROVIDED BY COUNCIL MEMBERS**

- a. Council members may not generally provide any professional services to Freedom Park.



- b. Freedom Park may, however, for the purpose of a special assignment engage the services of a Council Member with a specific field of expertise to undertake a specific task.
- c. In such an event the scope of the task will be defined, agreed upon and approved by Council.
- d. The terms of the engagement shall be competitive, clearly recorded and all legal requirements with regards to disclosure shall be complied with.

## **21. ROLE OF THE CHAIRPERSON**

- a. The Chairperson is primarily responsible for the effective functioning of the Council and must ensure the integrity and effectiveness of Council and its Committees.

### The Chairperson is required to:

- i. provide overall leadership to Council, without limiting the principle of collective responsibility for Council decisions;
- ii. ensure that all Council Members are fully involved and informed of any business issue on which a decision has to be taken;
- iii. ensure that Executive Managers play an effective management role and participate fully in the operation and governance of the organisation;
- iv. exercise independent judgement, act objectively and ensure that relevant matters are placed on the agenda and prioritised properly;
- v. avail him-/herself to the CEO between Council meetings to provide counsel and advice;
- vi. ensure that the performance of the Chief Executive Officer is evaluated frequently; and
- vii. act as the main informal link between Council and Management, particularly the Chief Executive Officer.
- viii. Be the link between the organisation and the Department.

## **22. ROLE OF THE CHIEF EXECUTIVE OFFICER**

- a. The Chief Executive Officer is appointed by Council.
- b. The CEO's responsibility is to focus on the operations of the organisation, ensuring that it is run efficiently and effectively and in accordance with the strategic decisions of Council.

### The Chief Executive Officer is accountable to Council, amongst other things:

- i. development and recommendation to Council of the strategy and vision of the organisation and the annual business plans and budgets that support the organisation's long-term view;
- ii. achievement of performance goals, objectives and targets;
- iii. maintenance of an effective management team and management structures;
- iv. ensuring that appropriate policies are formulated and implemented to guide activities;
- v. ensuring that effective internal organisation and governance measures are deployed; and
- vi. serving as the chief spokesperson of the organisation.

## **23. THE COMPANY SECRETARY**

### The Company Secretary is accountable to Council for:

- i. ensuring that Council procedures are followed and reviewed regularly and that applicable rules and regulations for the conduct of the affairs of Council are complied with;

- ii. guiding Council Members as to how their responsibilities should be properly discharged in the best interests of the organisation;
- iii. keeping abreast of, and informing, Council of current and new developments regarding corporate governance thinking and practice; and
- iv. maintenance of statutory records in accordance with legal requirements.

## **24. DUTIES OF COUNCIL MEMBERS AND DISCLOSURES OF INFORMATION**

- a. Council Members act jointly when discharging their duties and no Council Member has authority to act on behalf of the organisation unless specifically authorised or requested by Council.
- b. Council Members are jointly and severally liable and accountable for Council decisions and actions.
- c. Council Members are legally obliged to act in the best interest of the organisation, to act with due care in discharging their duties as Council Members, to declare and avoid conflicts of interest and to account for any advantages gained in discharging their duties on behalf of the organisation.
- d. A Council Member who has a real or prospective interest in any of the business of the organisation shall declare such interest at a Council meeting as soon as the Council Member becomes aware of such specific interest.
- e. All Council Members shall, in good faith, disclose to Council any business or other interest that is likely to create a potential conflict of interest. A register of declarations of interest shall be kept by the Company Secretary.
- f. Council Members shall, at all times, observe the provisions of all relevant rules, legislative or regulatory procedures and internal Council policy when dealing in their securities.

## **25. GENERAL**

- a. Council and its Members, in carrying out their tasks under these terms of reference, may obtain such outside or other independent professional advice, as considered necessary to carry out their duties.
- b. All Council members shall have access to the Company Secretary for advice about the operations and governance of the organisation and Council procedures.
- c. Any Council Member, senior partner of the external auditors, head of internal audit, head of risk or any member of any Committee may bring to the notice of Council or its Chairperson, the CEO or the Chief Financial Officer any material matter that he/she deems appropriate.
- d. If any part of this Charter conflicts with anything contained in the Act, the Act shall take precedence.
- e. These terms of reference may be amended from time to time by Council.



an agency of the  
Department of Arts and Culture

## **PART B : CODE OF CONDUCT**

It is of major importance for organisations such as Freedom Park and their leaders to create a "tone at the top" and a corporate culture that promotes ethical conduct on the part of those organizations and their employees. The single most important factor in creating such a culture is the quality of corporate leadership, especially the examples set by Council and senior management.

Council Members must understand this responsibility and should be committed to this responsibility. Each Member, by agreeing to serve as a Council Member, has agreed to read, understand and adhere to this Code of Conduct for the duration of their term in Council;

It is also expected that each Council Member signs, on request, a written acknowledgement confirming compliance with this obligation.

- a. Ensuring accuracy of business records at all times;
- b. Ensuring honest and accurate recording and reporting of information is extremely important for Freedom Park and all the stakeholder;
- c. Provide accurate information about its processes and to make responsible business decisions based on reliable records;
- d. Council Members also must properly record information related to their responsibilities;
- e. Appropriate members of management must properly authorize all payments and transactions;
- f. All financial books, records and accounts must accurately reflect transactions and events, and conform both to generally accepted accounting principles and to system of internal controls;
- g. Undisclosed or unrecorded funds or assets are not allowed;

- h. It is unacceptable, for example, to make false claims on an expense report;
- i. No entry may be made that intentionally hides or disguises the true nature of any transaction.

## **1. RECORDING BUSINESS INFORMATION**

- a. Almost all business records may become subject to public disclosure in the course of litigation or governmental investigations.
- b. Records are also often requested by outside parties or the media. Council Members should therefore attempt to be as clear, concise, truthful and accurate as possible when recording any information. Avoid exaggeration, colourful language, guesswork, legal conclusions, and derogatory characterisations of people and their motives.
- c. Protecting organisation assets.
- d. Council Members may be entrusted with assets in connection with their responsibilities as Council Members. This includes assets such as equipment, inventory, supplies and intellectual property.
- e. Organisational resources should be used only to conduct organisational business or for purposes authorized by management. Examples of prohibited personal use of company assets include removal of organisational property for personal use, unauthorized use Freedom Park vehicles or use of paid contractors to perform work at one's home. Unauthorized copying of software, tapes, books, and other legally protected work is also a misuse of assets and creates potential financial and legal liability for the organisation.
- f. Any act by a Council Member that involves theft, fraud, unauthorized disclosure, embezzlement, or misappropriation of any property is prohibited. Each Council Member is responsible for the assets under their control.
- g. Each Council Member must follow security procedures to protect assets and must be alert to situations that could lead to loss or misuse of assets.

## **2. PROTECTING CONFIDENTIAL INFORMATION**

- a. One of Freedom Park's most valuable assets is information. Freedom Park is a public institution and therefore has an obligation to present itself as transparent at all times and the information on the activities of Freedom Park will be posted on Freedom Park website and various reports and can be accessed by all citizens of the Republic of South Africa.

## **3. CONFLICT OF INTEREST**

- a. The Council Members must ensure that business decisions are made in the best interest of Freedom Park. Actions must be based on sound business judgment, not motivated by personal interest or gain.
- b. Council Members cannot compete with Freedom Park or usurp a corporate opportunity for personal gain. Any situation that creates or appears to create a conflict of interest must be avoided by Council Members at all costs.

## **4. DISCLOSURE**

- a. As with many issues, the best way to avoid embarrassing conflict of interest situations is to disclose any that have the potential to be misinterpreted by others, including other directors, employees, stakeholders, suppliers and the public. Questions about potential conflict of interest situations and disclosure of these situations as they arise should be directed to the Chairperson and the Company Secretary.

## **5. FAMILY MEMBERS AND CLOSE PERSONAL RELATIONSHIPS**

- a. A conflict of interest may arise when doing business with or competing with organisations that employ or are partially owned by family members or close personal friends.
- b. Family members include, but are not limited to, spouse, children, parents, person of the Freedom Park. This category will also include close personal friends that may have undue advantage due to their closeness to Council Members.

## **6. PERSONAL INVESTMENT**

- a. Council Members may not own, either directly or indirectly, a substantial interest in any business entity that does or seeks to do business with Freedom Park without providing advance notice to the Chairperson and the Company Secretary.
- b. A conflict of interest may also arise if a Council Member, outside employment activities are so demanding that they interfere with his or her ability to fulfil his/her responsibilities to Freedom Park leading to his/her inability to attend meetings, participate and make meaningful contributions to the discussions on Council matters and is unable to contribute meaningfully to the decisions taken by Council.

## **7. INSIDE INFORMATION**

- a. Confidential information must not be used for personal benefit.
- b. It is prohibited to trade securities or to tip others of the Tenders of Freedom Park on the basis of material information before it is made publicly available to ordinary citizens through appropriate media.

## **8. THE LAW**

- a. The first and foremost obligation of responsible citizenship is to obey the laws of the countries and communities in which Freedom Park does business.
- b. Any case of noncompliance with applicable law may subject a Council Member to disciplinary action.

## **9. OTHER RESPONSIBILITIES**

Council Members must endeavour to deal fairly with Freedom Park, stakeholders, suppliers, and employees and to not take unfair advantage of any such person through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other unfair-dealing practice.

## **10. REPORTING AND ENFORCEMENT**

- a. Freedom Park will encourage the reporting of any behaviour by Council Members which, violates the Code of Conduct and will not tolerate retaliation against any person who in good faith reports such violations to the Chairperson and Company Secretary.
- b. Any Council Member with a concern or question about applicable provisions of the Code of Conduct, or about conduct that may violate these provisions, should contact the Chairperson, the Chairperson of the Ethics and Legal Committee or the Company Secretary.
- c. Such persons shall also be responsible for enforcing the applicable provisions of the Code.

## 11. APPLICATION

The Code of Conduct shall also apply to all the employees of Freedom Park with changes required by context.

## ANNEXURE 1

### CODE OF CONDUCT UNDERTAKING OF CONFIDENTIALITY (COUNCIL MEMBERS)

I, the undersigned, do hereby:

1. Undertake to treat as strictly confidential, all information which I may hold or know of, from or relating to **Freedom Park** or its staff, however such information may be obtained – whether orally, visually or by reason of inspection of documentation or other matter, either at **Freedom Park's** premises or elsewhere;
2. Acknowledge that the said information is made available to me solely for the purpose of performing my duties and functions as a Council Member of **Freedom Park**;
3. Agree not to disclose such information to any person whomsoever, including my employer or company, other than the Chief Executive Officer and the Council, except:

- 3.1. Information that is public knowledge and legitimately in the public domain by reason of its prior publication (other than through an act or omission on the part of myself or other Council Members or employees of **Freedom Park**); or
- 3.2. Where specifically authorized, and minuted in writing, to do so by the Council.
- 4. Agree not to directly or indirectly use for my benefit, or the benefit of any other person or organization, any information that came to my knowledge by virtue of my being a Council Member of **Freedom Park** other than to carry out my duties and functions as a Council Member of **Freedom Park**;
- 5. Agree to return to **Freedom Park**, unless specifically otherwise agreed in writing by the Chief Executive Officer, all notes, record, documents or other materials which I may have prepared or obtained as a result of my being a Council Member of **Freedom Park**;
- 6. Acknowledge that it is my duty to ensure that my private or personal interests do not influence my decisions as a Council Member and that I do not use my position as a Council Member to obtain personal gain of any sort.
- 7. Agree to abide by the Code of Ethics and in particular to declare any and all actual or potential conflicts of interest, and to record all relevant and material interests in the register of interests maintained by **Freedom Park**.
- 8. Acknowledge that this undertaking given by me will remain in force for the duration of my being a Council Member of **Freedom Park** and for a period of 3 years after the end of that period.
- 9. Agree that this undertaking shall form part of my conditions of appointment and service as a Council Member.

Name: ..... (Block Capital)

Signature: ..... Date: .....

## ANNEXURE 2

### CODE OF CONDUCT

#### CONFIDENTIALITY UNDERTAKING (ALL EMPLOYEES, CONTRACTORS, CONSULTANTS, SPECIAL ADVISORS)

I, the undersigned, do hereby:

1. Undertake to treat as strictly confidential, all information which I may hold or know of, from or relating to **Freedom Park** or its staff, however such information may be obtained – whether orally, visually or by reason of inspection of documentation or other matter, either at **Freedom Park's** premises or elsewhere;
2. Acknowledge that the said information is made available to me solely for the purpose of performing my duties and functions as an employee of **Freedom Park**;
3. Agree not to disclose such information to any person whomsoever other than the Chief Executive Officer, the Council and other staff of **Freedom Park** as appropriate, except:



- 3.1. Information that is public knowledge and legitimately in the public domain by reason of its prior publication (other than through an act or omission on the part of myself or other employees of **Freedom Park**); or
- 3.2. Where specifically authorized, in writing, to do so by the Chief Executive Officer or the Council.
  
- 4. Agree not to directly or indirectly use for my benefit, or the benefit of any other person or organization, any information that came to my knowledge by virtue of my employment with **Freedom Park** other than to carry out my duties and functions as an employee of **Freedom Park**;
  
- 5. Agree to return to **Freedom Park**, unless specifically otherwise agreed in writing by the Chief Executive Officer, all notes, record, documents or other materials which I may have prepared or obtained as a result of my employment with **Freedom Park**;
  
- 6. Acknowledge that this undertaking given by me will remain in force for the duration of my employment with **Freedom Park** and for a period of 3 years after the end of that period.
  
- 7. Agree that this undertaking shall form part of my conditions of appointment and service.
  
- 8. Acknowledge that any breach of this undertaking is a breach of my contract of employment which constitutes a serious misconduct that entitles **Freedom Park** to take disciplinary action against me, up to and including my summary dismissal.

Name: ..... (Block Capital)

Signature: ..... Date: .....

**CODE OF CONDUCT  
CONFIDENTIALITY UNDERTAKING (COMPANY SECRETARY)**

I, the undersigned, do hereby:

1. Undertake to treat as strictly confidential, all information which I may hold or know of, from or relating to **Freedom Park** or its staff, however such information may be obtained – whether orally, visually or by reason of inspection of documentation or other matter, either at **Freedom Park's** premises or elsewhere;
2. Acknowledge that the said information is made available to me solely for the purpose of performing my duties and functions as an employee of **Freedom Park**;
3. Agree not to disclose such information to any person whomsoever, including other employees of **Freedom Park**, other than the Chief Executive Officer and the Council except:

- 3.1. Information that is public knowledge and legitimately in the public domain by reason of its prior publication (other than through an act or omission on the part of myself or other employees of **Freedom Park**); or
- 3.2. Where specifically authorized, in writing, to do so by the Chief Executive Officer or the Council.
- 4. Agree not to directly or indirectly use for my benefit, or the benefit of any other person or organization, any information that came to my knowledge by virtue of my employment with **Freedom Park** other than to carry out my duties and functions as an employee of **Freedom Park**;
- 5. Agree to return to **Freedom Park**, unless specifically otherwise agreed in writing by the Chief Executive Officer, all notes, record, documents or other materials which I may have prepared or obtained as a result of my employment with **Freedom Park**;
- 6. Acknowledge that this undertaking given by me will remain in force for the duration of my employment with **Freedom Park** and for a period of 3 years after the end of that period.
- 7. Agree that this undertaking shall form part of my conditions of appointment and service.
- 8. Acknowledge that any breach of this undertaking is a breach of my contract of employment which constitutes a serious misconduct that entitles **Freedom Park** to take disciplinary action against me, up to and including my summary dismissal.

Name: ..... (Block Capital)

Signature: ..... Date: .....

**Chief Financial Officer:** Ms Hulisani Ramugadi

Signature: \_\_\_\_\_

Date:

**Accounting Officer:** Ms J Mufamadi

Signature: \_\_\_\_\_

Date:

**Accounting Authority:** Mr MCR Makopo

Signature: \_\_\_\_\_

Date: