



**an agency of the**  
**Department of Sport, Arts and Culture**

## **Freedom Park**

### **Annual Performance Plan 2024/2025**

## **Accounting Authority Statement**

I hereby submit the Freedom Park Annual Performance Plan (APP) for the 2024/25 financial year. This APP is tabled in accordance with the stipulations of the Public Finance Management Act (PFMA) and Treasury Regulations.

This marks the second year during which the Council has been at the helm of Freedom Park. During this period, the entity has evolved in its pursuit of operational efficiency and financial sustainability. It has moved measurably from an entity that is perceived as insular, to one that seeks to respond to its ever-changing environment. The strategic path that Freedom Park has traversed during the past two years post covid has seen it come to terms with its rightful place with hybrid mandate of heritage conservation, tourism and of importance social cohesion of various local, national and international communities.

This APP contributes to the foundational work that my predecessors have spearheaded towards the success of Freedom Park. Our APP is developed in line with the priorities of the Department of Sport, Arts & Culture as a National Legacy project to be a leading national and international icon for humanity and freedom.

To achieve the mandate and priorities of the Department as set by the Minister, there is a need to ameliorate, intensify and directly focus on resource mobilisation in its various forms to expand the exposure and visitor numbers at the Park. In the centre of resource mobilisation, enhancement of marketing through all means of platforms will play a pivotal role in ensuring that Freedom Park is placed on a pedestal for both a National and International platform.



Dr BWJ Langa

Chairperson

Accounting Authority of Freedom Park

## **Accounting Officer Statement**

South Africa's Freedom Park stands proudly as an icon of humanity, freedom, and reconciliation, born of the need for a national consciousness that embraces a common legacy which binds together all the people of this beautiful land. This new consciousness acknowledges the historical, cultural, and spiritual legacy of all South Africans, through all the ages, and celebrates our diversity as the foundation of our unified future.

As a cultural institution, Freedom Park is a unique combination of a memorial to those who made the ultimate sacrifice for human rights and their country, and a sanctuary of forgiveness and healing that dispels the prejudices and myths that have distorted South Africa's cultural heritage for so long.

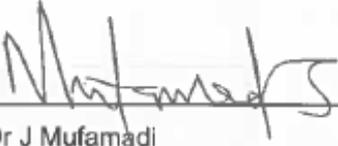
Spread across a 52-ha site atop Salvokop Hill in Pretoria, with a 360° view of the city, Freedom Park represents symbolic reparation for the eight major conflicts that constitute the history of South Africa. Purposefully laid out, the multi-faceted precinct creatively combines the architectural aspects with symbols drawn from across the breadth of South African cultures. The different elements reinterpret and retell a history that began with the geological origins of Southern Africa, 3.6 billion years ago.

In former President Mbeki's words, the quiet voice of the Freedom Park, disregards race and nationality, and the visitor instinctively finds an internal peace that affirms his/her humanity and the freedom to pursue his/her dreams. The voice is filled with hope for a future free of bitterness, hatred, stereotypes and racism, and free of the destructive fury of war.

In the past year, Freedom Park reached another milestone, reaching 185 000 names inscribed on the Wall of Names, as we continue to preserve the memories of those who made the ultimate sacrifice for freedom. The entity has also seen a steady growth of both national and international visitors, especially the heads of states. The launch of the virtual tour and the online booking system has also expanded our reach to the public.

The journey travelled so far was challenging, eventful, yet worthwhile and successful. Through our programmes, such as storytelling, temporary and permanent exhibition as well as commemorative events, Freedom Park has strived to empower visitors to our heritage destination to reflect upon their past, contemplate and improve their present, and build on the future as a united nation.

As we continue to build on these gains in the new year, we continue to work on a transitional arrangement to take over Samora Machel Museum in Mpumalanga, Matola Monument in Mozambique, and recently, Liliesleaf Museum in Rivonia, as part of the family of Freedom Park. This does not only begin to consolidate the heritage landscape within our country and SADC, as part of the Road to Independence, the Resistance and Liberation Heritage Route Project, as led within the country, by the National department of Sport, Arts and Culture, but also expands on the resources to minimize duplications and maximize on coherence. Furthermore, the next year will see the Freedom Park intensifying strategies, policies, and models to create brand awareness and attract funding from relevant stakeholders so that the entity can remain relevant and sustainable.



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Dr J Mufamadi

Chief Executive Officer

Accounting Officer of Freedom Park

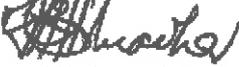
### Official Sign-off

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.
- Considers 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 2024 until 31 March 2025.

  
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Adv Uranine Tshikovhi

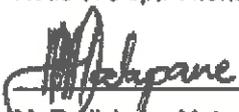
Company Secretary

  
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Chief Financial Officer

  
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Chief Executive Officer

  
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Dr BWJ Langa

Chairperson

  
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Mr Zizodwa

Minister of Sport Arts and Culture

## ABBREVIATIONS and ACRONYMS

AA	Accounting Authority
APP	Annual Performance Plan
BAI	Bridging Ages International
BASA	Bridging Ages South Africa
B-BBEE	Broad-based Black Economic Empowerment
CACPIR	Centre for the Advancement of Citizenry Participation in International Relations
DSAC	Department of Sport, Arts and Culture
FY	Financial Year
HKD	Heritage & Knowledge Department
ICT	Information Communications Technology
IKS	Indigenous Knowledge System
MOU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NAC	National Arts Council
NT	National Treasury
PAA	Pan African Archives
PFMA	Public Financial Management Act
POPI	Protection of Personal Information
R&D	Research and Development
RLH	Resistance and Liberation Heritage
SONA	State of the Nation Address
SCM	Supply Chain Management
TT	Time Travel
TUT	Tshwane University of Technology
UNISA	University of South Africa
UP	University of Pretoria

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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.

#### 1.1 Values

In carrying out our mandate, we *are* committed to the following values that support the principles of Ubuntu:

- Respect of diversity
- Inclusivity
- Integrity
- Transparency and Accountability
- Patriotism
- Human dignity

### 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.
- 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 other 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

In 2021 the Department of Sport, Arts and Culture (DSAC) has completed a feasibility study on the amalgamation of its various entities, to identify options to strengthen service delivery capacity and to ensure efficiency and effective and prudent utilization of financial resources. The implementation of the revised White Paper includes establishing an integrated National Heritage Policy Framework. The Framework intends to address the fragmentation and duplications in the current heritage architecture. It further eliminates overlaps and creates greater integration, consolidation, coherence, optimal functioning and effective delivery in ensuring a coherent arts, culture and heritage intergovernmental policy across the three spheres of Government.

It is through this amalgamation process that the new entities Samora Machel Museum and Monument (Mpumalanga) and Matola Raid Monument & Interpretive Centre (Mozambique) are in the process of being consolidated under Freedom Park. Developments has already started at the two sites for purposes of preserving the heritage, market and interpret collections to the visitor experience. The National Treasury also approved the allocation increase for Freedom Park for additional resources required to fully support these entities. A task team has been established to develop an integration plan for the two (2) sites into Freedom Park and has made substantive progress with service provided appointed to do various task including ICT and infrastructure maintenance.

As a heritage site and tourism destination, the daily activities of the park depend mainly on people-to-people contact such as visitors, dialogues, educational programs and events. While noting negative impacts of restrictions imposed to the Heritage sector during the pandemic period, Freedom Park is beginning to benefit from the easing external restraining environment. Freedom Park is happy that an opportunity to get the visitors and other partners back to its business has re-emerged.

Freedom Park has penetrated various media platforms in the past years and its social media is steadily growing. Broadcast media has a dominant share of voice in reporting our events, which was in line with the communications and marketing strategy projections of 40% broadcast, 40% online and 20% print achieved. By first quarter 2022 the positive sentiments are at 50%, which although average, was remarkable given the Covid-19 disruption. Most

sentiments are neutral (40%), which potentially could move to positive with engagement in more activities.

Freedom Park is exploring a new signage leading through Salvokop area. The area which is currently been cleared for government buildings will bring positive image and attraction to Freedom Park's immediate external landscape. The new gate infrastructure under way will also provide security and easy access to the site by the public.

The entity will further position itself as the leading Indigenous Knowledge System (IKS) hub. The architectural landscape and natural environment have features of local knowledge that can be used for producing documentaries and for public knowledge sharing. Digitization and archiving have taken place very well with over 1 539 cultural resources digitized. With the Vernon System, the tasks on synchronizing content, especially within the state-of-the-art Pan African Archives (PAA), has begun.

The volume and quality of collections of the liberation struggle material for the Pan African Archives (PAA) grew exponentially in 2022. The collections ranged from materials donated by Dr Agostinho Neto Foundation in Angola, the Davhana Community in Limpopo and individual freedom fighters of various liberation movements and their military wings. The number of names verified and recommended by Names Verification Committee for inscription on the Wall of Names has improved from the previous year. We have expanded our reach and service to target groups, including the designated groups like women, youth and people with disabilities. In our endeavour to preserve our history and heritage, we initiated dialogues with various traditional leadership institutions, like AmaMpondo, Amapondomise and the Davhana Ramabulana. The Interfaith committee continued to foster reconciliation, social cohesion and nation building through its programmes. As we observe National Days, we continue to add content through the Veteran Voice Radio -an Online radio which promotes liberation heritage content. Freedom Park will increase the commemoration and reflection on the resistance and liberation Heritage by including focusing on SADC countries like Botswana and Lesotho.

Freedom Park will continue to give priority through its procurement of goods and services to previously disadvantaged individuals consisting of women, youth and people with disability by providing opportunities for them to participate in the mainstream of economy. In this regard, the entity has awarded 46% of the procurement of goods, services and/or works to women, youth and people with disability from its operational budget in the 2022/23 financial year. Furthermore, the annual target has been set at 60% for 2023/24 and progress is monitored. The progress is monitored quarterly through statutory reports to Council. For the 2024/2025

financial year, Freedom Park has set a target of 60% and achievement will be monitored quarterly through reporting.

The National Treasury issued a Cost-containment letter in September of 2023, wherein it sought to advise entities to limit spending. This letter was further followed by a Guideline from the National Treasury, in terms of which the letter was clarified that it does not represent an instruction note, but that the measures recommended by the National Treasury are advisory. It is very important that these measures should be noted as they will have a negative impact on the continued achievement of strategic objectives of the entity due to constrained spending. The main target of the measures is spending on new infrastructure projects. This is not expected to negatively affect the Freedom Park in the current financial period, however as a heritage site, Freedom Park expects the austerity measures of the National Treasury to have negative effect on future refurbishments and maintenance of the Park.

The implementation of a new organizational structure is crucial as it will assist workflow through the organisation, and it will allow groups to work together within their individual functions to manage tasks. The institution proven track record of efficient work force planning contributes to ensuring that there are enough human resources with the right skills to accomplish the company's goals and ensures that responsibilities are clearly defined.

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

The functional structure Freedom Park operates on assist the institution to meet its business goals. The structure promotes control and coordination within departments. It leads to minimal duplication of effort, which results in lowering cost. The structure contributes to accountability and clear lines of management. In addition, it clarifies the roles of employees to understand their own and others' roles. It ensures that different functions get due attention.

Freedom Park embarked on an organisational realignment process to ensure that the organisation is optimally structured to deliver on its mandate. This process is still underway and will be finalised in the third quarter of the new financial year 2023/2024. Upon finalising the organisational structure, critical activities such as job evaluation of positions will be undertaken to ensure that a consistent and rational process of determining the salary structure for various job levels is in place.

Freedom Park has set an annual target of 60% allocation to designated groups empowerment (youth, women and people with disability) through procurement and the target is monitored

quarterly through reporting to Council. The target is to achieve 15% per quarter in the awarding of procurement of goods and services to women, youth and people with disability. In addition, Freedom Park has appointed 80% of women at top management.

## **5.2. External Environment Analysis**

The Heritage sector is undergoing changes which are influenced by the redefinition and re-purposing of the sector. With the amendment of the Arts and Heritage Policy of 2017 and the amalgamation of various entities, the implications for policy, funding and human capital cannot be overemphasized. The sector has clear mandates and delegated responsibilities as according to DSAC and the need to complement each other rather than compete will benefit the public. Creating synergy amongst the entities will lessen the burden on scarce resources. Duplications of activities and uncoordinated national programs on celebrating and commemoration liberation heritage can be a challenge.

External factors provide both threats and opportunities for the heritage entities in the post-Covid environment. The utilization of Digitalization is an opportunity for far-reach of external clients and to promote interaction with museum content. Museums should be digitalized, and their operation upkeep the updated frequently and //hapo has sustained this operational aspect. The 4IR and related policies are implemented and regularly updated. Our ICT unit has protected the information against external attacked and through policies and action plan the integrity of our ICT is up to date. The inter-phasing of Browser and Vernon System will then move into the development of Media-Lab that will then respond to the digitalization and promote broader online access.

Maintenance of artefacts and compliance with national and international standards remains critical for //Hapo and the PAA. In ensuring compliance a report on evaluation and diagnostic of the state of preservation and conservation was completed and all recommendations are to be implemented. Working with South African Museum Association and the various experts in the mesological and conserver area Freedom Park will comply to national standards.

The archives are facing with increased public awareness of compliance with the POPI Act. New request by members of the public for protection of their personal information that has donated or had recorded with Freedom Park should be noted. The challenge by archivists including having to uphold and upkeep with legal challenges requires more education about the digital and ICT world that heritage is moving towards. To this end of staff member is

enrolled at university to advance studies in this direction and thereby assist the organisation copy with the challenges.

Knowledge Management of the content and exhibits at our various sites including Matola Interpretive Centre should be synchronised and managed via an application to minimise travels for maintenance purposes. Freedom Park should work in partnership with other players in the digitising environment to improve its know-how of maximising access and end-user of its collection in the Pan African Archive. The return to functionality of the Names Database is a positive move since the Names Database will be a support and access point for visitors and researchers wanting to access the records of Wall of Names.

The current research on Heritage Sector by government shows that the post-Covid-19 economic environment does not favour investment into the sector. The study shows that the heritage sector should find more creative ways to increase its revenue, and this present an opportunity for Freedom Park as preferred heritage destination to the tourism industry. More collaborations and partnership are lined up to increase revenue and Brand visibility and thereby leverage on the visitors and stakeholders to utilise our venues for various activities.

The return of Head of States and missions to Freedom Park add to the positive outlook from the external environment created by the new-normal after National Disaster Restrictions South Africa and the international community suffered. This should be coordinated so that it does not disrupt pre-organised and paid up clients.

The Government fiscus shows less grants coming forward for the heritage sector, leaving the sector with pressure to maintain its historical known outlook. Despite the negative fiscus, Freedom Park continue to preserve and conserve heritage objects in line with accepted international standards. This has resulted into Freedom Park to be graded as 3-Star destination by the Tourism Board. This achievement comes with great responsibility shown through our various policies and compliance plans that are in place. The reduction of events venues may affect the grading in future.

Collection of names for inscription at the Wall of Names is faced with a challenge due to its nature of dependence of the passing of person designated to fall within a particular era and type in the liberation struggle. To ensure redress the Names collection will look at partnership such as Slave Lodge and Iziko Museum to address backlog on slave names. The recognition of persons who contributed to humanity is also an opportunity. The current names criteria and categories required public awareness and inclusivity in order to get names inscribed to be

more inclusive. The challenges of oversubscribing to liberation struggle person alone is limiting. The Wall of Names has to be researched and clustering and placing on various name-block be based on research and structure.

Freedom Park has received negative response on its role as a player in promoting, preserving and protecting Indigenous Knowledge Systems (IKS). To fulfil its set vision Education and Outreach should develop more relevant content on IKS and plans to have practical projects and programs that talks to Technical Indicators Descriptions that unlock IKS in the story of Ancestors, Earth, Resistance, Peopling, Industrialisation, and urbanisation.

As indicated in the previous years, the research focus should be 'placed on converting what we already have into tangible, usable documentaries, short films or booklets that reap commercial value'. Publication and development of documentaries for education and public use will be good investment for Freedom Park. Research still needs high level content with strong focus on offering tangible policy recommendations that can inform our policies and mandate. The Gallery of Leaders (GOL) should be seen as an external attraction area with potential for knowledge sharing through seminars, content development on leadership, and to strengthen the cultural and heritage value derived from those in exhibition.

Challenges in the supply chain environment are the following:

<b>Challenges</b>	<b>How to address over medium-term period</b>
Non-compliant with SCM prescripts	Quarterly awareness to staff.
Contract Monitoring	Contract monitoring is part of departmental reports to Management meetings.
Irregular, fruitless, and wasteful expenditure	Entity has established a Loss Control Committee to do assessments and determinations and to recommend to the Accounting Officer.

In terms of demographic data that will be used to inform planning for the medium-term period, our people will be key to successfully delivering on our mandate and executing our strategic objectives. To achieve this, we need to recruit and retain a skilled workforce and adequately reward our people for their contribution. Freedom Park had put measures in place that were adopted to implement a succession plan, introducing a service awards policy to improve retention of key employees, and hiring initiatives of people with disability to focus on partnership with relevant institutions.

## 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 Freedom Park. The programme contributes to Government Priority 1 supported by DSAC: 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	MTEF Period	MTEF Period
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/2026	2026/2027
Improve governance on the implementation of policies	Compliance with organisation policies and procedures	Percentage of valid supplier invoices paid within 30 working days from the date of receipt	70% of payments within 30 days.	94% of payments within 30 days	94% of payments within 30 days	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
	Ethical culture of accountability	Biennial ethics surveys conducted	N/A	1 ethics survey conducted	N/A	N/A	1 ethics survey conducted	N/A	N/A

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period	MTEF Period	MTEF Period
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/2026	2026/2027
Sustainable diversified revenue streams	Fundraising revenue in cash and in-kind raised	Amount of fundraising revenue in cash and in-kind raised	R 1 169 000.00 received from DSAC.	No fundraising revenue raised.	R5.2 Million (surplus retention for operations) were raised	R5 Million fundraising revenue in cash and in-kind raised	R5 Million fundraising revenue in cash and in-kind raised	R6 Million fundraising revenue in cash and in-kind raised	R7 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	No job opportunities were created.	Seven new jobs created: 5 jobs - Contractors painting the admin building. 2 jobs - Gift Shop	37 job opportunities created	5 job opportunities created	12 job opportunities created	15 job opportunities created	20 job opportunities created
	Unqualified Audit Outcomes	Unqualified audit opinion	Unqualified audit report received.	Unqualified audit opinion received from Auditor General	Qualified audit opinion received from Auditor General	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	Implemented 40% of ICT projects from the ICT Strategy.	Implemented 16% of ICT projects from the ICT Strategy.	Implemented 42% of ICT projects from the ICT Strategy.	Review of ICT Strategy and Governance Framework	Implemented 10% of ICT projects from the ICT Strategy.	Implemented 20% of ICT projects from the ICT Strategy.	Implemented 30% of ICT projects from the ICT Strategy.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period	MTEF Period	MTEF Period
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/2026	2026/2027
	Designated groups empowerment (youth, women and people with disability) through procurement	Percentage of procurement spend on youth, women and people with disability	Awarded 41% of procurement transactions to youth, women and people with disability.	Awarded 44% of procurement transactions to youth, women and people with disability.	Awarded 46% of procurement transactions to youth, women and people with disability.	60% 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	60% 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 expenditure eliminated	Percentage reduction of irregular expenditure	R1 192 874,00	Irregular expenditure increased by R2 890 000	80% reduction of existing irregular expenditure. Irregular reduced to R48 173.00	90% reduction of existing irregular expenditure (based on previous years' audited baseline)	90% reduction of existing irregular expenditure (based on previous years' audited baseline)	90% reduction of existing irregular expenditure (based on previous years' audited baseline)	90% reduction of existing irregular expenditure (based on previous years' audited baseline)

## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2024/25	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	1 ethics survey conducted	-	1 ethics survey conducted and reported	-	-	
Amount of 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	
Number of job opportunities created through procurement of goods and services	12 job opportunities created	3 job opportunity created	3 job opportunity created	3 job opportunity created	3 job opportunity created	
Unqualified audit opinion	Unqualified audit opinion	-	Unqualified audit opinion	-	-	-

Output Indicators	Annual Target 2024/25	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Percentage of projects implemented from the ICT Strategy	Implemented 10% of ICT projects from the ICT Strategy.	-	-	-	Implemented 10% of ICT projects from the ICT Strategy.	
Percentage of procurement spend on youth, women and people with disability	60% 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	60% 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	60% of all procurement transactions awarded to youth, women and people with disability	
Percentage reduction of irregular expenditure	90% reduction of existing irregular expenditure (based on previous years' audited baseline)	-	-	-	90% reduction of existing irregular expenditure (based on previous years' audited baseline)	

## 6.1 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.

The outputs are aimed at ensuring support for core business to achieve on the entity's mandate. Key functions in this programme include managing and facilitating the provision of financial management services; managing and monitoring the provision of human resource management and development services; managing strategic executive support services; and provision of legal services. These support services, performed optimally, provide for good governance, and enhances the entity's integrity and credibility.

**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 entity seeks to improve the efficiency, effectiveness, and accountability of the department and sector through the reduction in low-value, obsolete, or duplicative regulations and other requirements, thus streamlining and improving coordination of business processes. In this regard, the entity will be open and transparent, demonstrating to the public how the entity is furthering its strategic goals, and effectively using its statutory and administrative authorities. Freedom Park will also target to build a departmental workforce that meets the challenges of today and tomorrow by improving employee engagement, recruiting talent from all segments of society, investing in workforce development and training, and enhancing the tools and technologies that employees rely on to meet the entity's vision and mission.

In the 2024/25 financial year and in the medium term, more focus will be put on improving internal controls while addressing governance deficiencies highlighted in audit reports. Further to the above, the entity will ensure that internal support functions are strengthened. This will be done through efficient and effective planning and management of human capital, finances, procurement, sustainable operations, information technology, emergency preparedness, and support services.

**c) Explanation of the output's contribution to the achievement of the outcomes.:** The entity will continue to adhere to the regulations of ensuring that invoices will be paid within 30 days. This is important to honour the Freedom Park commitment and improve the viability of SMME's. Relevant officials are always available to process payments. Freedom Park will also investigate the development of a document tracking system to assist in tracking invoices from receipt until payment is processed. The Department will also investigate ensuring that the development of a document tracking system takes into cognisance security, safety and risk so that remote payment processes can be introduced.

## Programme 2: Business Development

**Purpose:** The programme contributes to Government Priority 6 supported by DSAC by executing 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	MTEF Period	MTEF Period
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Redress, Inclusivity and Access	Cultural resources digitized for effective public interface	Number of cultural resources digitized	830 photographs of events and activities digitized.	1 539 cultural resources digitized	6 406 cultural resources digitized	2 500 cultural resources digitized	1 500 cultural resources digitized	1 000 cultural resources digitized	1 000 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	6 cultural resources acquired.	7 cultural resources acquired	7 cultural resources acquired	7 cultural resources acquired	9 cultural resources acquired	4 cultural resources acquired	4 cultural resources acquired

Outcome	Outputs	Output Indicators					Annual Targets		
			Audited/Actual Performance			Estimated Performance	MTEF Period	MTEF Period	MTEF Period
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Cultural resources processed according to heritage standards for access and collection knowledgebase	Number of cultural resources processed	Processed 1 000 cultural resources.	1 500 cultural resources processed	1 800 cultural resources processed	500 cultural resources processed	3300 cultural resources processed	500 cultural resources processed	500 cultural resources processed
	Books relevant to the //hapo storyline acquired for access and collection	Number of books acquired	58 books were donated to FP.	41 books acquired	150 books acquired	50 books acquired	331 books acquired	50 books acquired	50 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	74 names inscribed on the Wall of Names	212 names inscribed on the Wall of Names	427 names inscribed on the Wall of Names	100 names inscribed on the Wall of Names	100 names inscribed on the Wall of Names	100 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	MTEF Period	MTEF Period
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Temporary exhibitions developed / displayed in //hapo to enhance the permanent exhibition	Number of temporary exhibitions developed / displayed in //hapo	2 temporary exhibitions displayed.	5 temporary exhibitions displayed.	5 temporary exhibitions displayed.	5 temporary exhibitions displayed	5 temporary exhibitions displayed	5 temporary exhibitions displayed	5 temporary exhibitions displayed
	Commemoration and reflection on the Resistance and Liberation Heritage (RLH)	Annual Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	1 Day of Reflection on RLH conducted on 23 March 2021 (Commemoration of the Battle of Cuito Cuanavale).	A wreath laying ceremony on the Commemoration of the Battle of Cuito Cuanavale was held at Freedom Park on 23 March 2022.	1 day of Reflection on RLH conducted on 23 March 2023 (Commemoration of the Battle of Cuito Cuanavale).	1 day of Reflection on RLH conducted on 23 March 2024 (Commemoration of the Battle of Cuito Cuanavale).	1 day of Reflection on RLH conducted on 23 March 2025 (Commemoration of the Battle of Cuito Cuanavale).	1 day of Reflection on RLH conducted on 23 March 2026 (Commemoration of the Battle of Cuito Cuito)	1 day of Reflection on RLH conducted on 23 March 2027 (Commemoration of the Battle of Cuito Cuanavale).
	Commemoration of Heroes and Heroines (RLH)	Number of commemoration of heroes and heroines (RLH) programmes conducted	1 commemoration programme held at Queenstown, Eastern Cape on 31 March 2021.	1 commemoration of heroes and heroines (RLH) programme on SADF raid in Gaborone, Botswana, was held on 28 September 2021 at Freedom Park.	3 commemoration of heroes and heroines (RLH) programme (SADF Raid in Maseru / Lesotho)	3 programmes conducted on the commemoration of heroes and heroines (RLH) including the Boipatong Massacre	3 programmes conducted on the commemoration of heroes and heroines (RLH) including the Mamelodi Massacre	3 programmes conducted on the commemoration of heroes and heroines (RLH)	3 programmes conducted on the commemoration of heroes and heroines (RLH)

Outcome	Outputs	Output Indicators					Annual Targets		
			Audited/Actual Performance			Estimated Performance	MTEF Period	MTEF Period	MTEF Period
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Support materials for education programmes published that decolonize history, heritage and spirituality and complement RLH history curriculum	Number of education programmes' support materials published	Support materials for 4 education programmes published on FP website.	6 education materials published	Support material for 1 education programme published	Support material for 3 education programmes published			
	Heritage education event conducted	Annual heritage education event conducted	N/A	2 heritage education events conducted	1 heritage education event conducted	1 heritage education event conducted	1 heritage education event conducted	1 heritage education event conducted	1 heritage education event conducted

Outcome	Outputs	Output Indicators					Annual Targets		
			Audited/Actual Performance			Estimated Performance	MTEF Period	MTEF Period	MTEF Period
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Storytelling event conducted to promote, protect and preserve IKS	Annual storytelling event conducted	1 storytelling event conducted virtually during March 2021.	The Annual Ungasali International Storytelling Festival was conducted live in collaboration with the City of Tshwane, Pansalb and Unisa on YouTube and FP website from 22 to 26 March 2022	1 storytelling event conducted				
	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 Leaders	Number of names of heroes and heroines verified and validated by the Names Verification Committee (NVC)	245 names verified and validated.	210 names verified and validated	313 names verified and validated	100 names verified and validated			

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period	MTEF Period	MTEF Period
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	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 / articles completed	11 research papers / articles completed	4 research papers / articles completed	8 research papers / articles completed	6 research papers / articles completed	6 research papers / articles completed
	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	1 Commemoration of Heroes and Heroines Executions conference held in Queenstown on 31 March 2021.	1 Webinar and 1 Seminar conducted	5 seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted
	Dialogues (oral histories) conducted to emancipate the African voice	Number of dialogues conducted	4 dialogues conducted.	6 dialogues conducted	6 dialogues conducted	4 dialogues conducted	8 dialogues conducted	8 dialogues conducted	8 dialogues conducted

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period	MTEF Period	MTEF Period
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Interfaith and strategic projects conducted to foster reconciliation, social cohesion, nation building and peace	Number of Interfaith and strategic projects conducted	1 interfaith programme conducted on 16 December 2020	4 Interfaith programmes conducted	4 Interfaith and strategic programmes conducted	4 Interfaith and strategic projects conducted			

### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2024/25	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Number of cultural resources digitized	1 500 cultural resources digitized	325 cultural resources digitized				
Number of cultural resources acquired	4 cultural resources acquired	1 cultural resource acquired	1 cultural resource acquired	1 cultural resource acquired	1 cultural resource acquired	
Number of cultural resources processed	3300 cultural resources processed	825 cultural resources processed	825 cultural resources processed	825 cultural resources processed	825 cultural resources processed	
Number of books acquired	331 books acquired	110 books acquired	110 books acquired	111 books acquired	-	

Output Indicators	Annual Target 2024/25	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Number of names of heroes and heroines inscribed on the Wall of Names	100 names inscribed on the Wall of Names	-	50 names inscribed on the Wall of Names	-	50 names inscribed on the Wall of Names	
Number of temporary exhibitions developed / displayed in //hapo	5 temporary exhibitions displayed	-	1 temporary exhibition displayed	2 temporary exhibitions displayed	2 temporary exhibitions displayed	
Annual Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	1 day of Reflection on RLH conducted on 23 March 2025 (Commemoration of the Battle of Cuito Cuanavale).	-	-	-	1 Day of Reflection on RLH conducted on 23 March 2025 (Commemoration of the Battle of Cuito Cuanavale)	
Number of commemoration of heroes and heroines (RLH) programmes conducted	3 programmes conducted on the commemoration of heroes and heroines (RLH) including the Boipatong Massacre	-	1 commemoration of heroes and heroines (RLH) programme conducted	1 Commemoration of heroes and heroines (RLH) programme (Boipatong Massacre)	1 commemoration of heroes and heroines (RLH) programme conducted	
Number of education programmes' support materials published	Support material for 3 education programmes published	Support material for 1 education programme published	Support material for 1 education programme published	Support material for 1 education programme published	-	
Annual heritage education event conducted	1 heritage education event conducted	-	-	1 heritage education event conducted	-	
Annual storytelling event conducted	1 storytelling event conducted	-	-	-	1 storytelling event conducted	

Output Indicators	Annual Target 2024/25	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
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	8 research papers / articles completed	-	2 research papers / articles completed	3 research papers / articles completed	3 research papers / articles completed	
Number of seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted	-	1 seminar / conference / public lecture conducted	-	1 seminar / conference / public lecture conducted	
Number of dialogues conducted	8 dialogues conducted	2 dialogue conducted	2 dialogue conducted	2 dialogue conducted	2 dialogue conducted	
Number of Interfaith and strategic projects conducted	4 Interfaith and strategic projects conducted	1 Interfaith and strategic project conducted	1 Interfaith and strategic project conducted	1 Interfaith and strategic project conducted	1 Interfaith and strategic project conducted	

## 6.2 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**

The core business of Freedom Park is based in the Heritage and Knowledge Department as directed by the mandate of the Department of Sport, Arts and Culture as a shareholder. The main single and key outcome of the department of H&K is 'Redress, Inclusivity and Access'. This key outcome contributes and fulfil variably to the National Development Plan (NDP), priority 5: 'Social Cohesion and Safe Communities'. The revised White Paper on Arts and Culture i.e., extension arts, culture and heritage infrastructure, facilities, and resources beyond colonial and apartheid boundaries, providing education, training and skills through formal and informal programs. The governing party proclaimed in its manifesto that 'building a united and democratic South Africa that in non-racial, non-sexist and prosperous.' It further talks to 'promoting nation building, social cohesion and celebrating our diversity as a nation.' Also 'stepping up the fight against racism, sexism, homophobia, and other intolerances' and 'build a better Africa and a better World.'

A reference is also made to the State of the Nation Address which talk to 'skills and education' and encourage social cohesion, and safe communities. The focus of Africa as a global world is realized by the department of H&K through promoting international solidarity and partnership with the international community. The programs that support education are realized through supporting library collection for the Pan Africa Archive. Support is done for school and out of school youth, women, and people with disability. Through the various program the department promotes South African history teaching through emancipation of African Voices and decolonization and promoting Liberation heritage.

Freedom Park honours heroes and heroines of the struggle for freedom and humanity, foster national reconciliation, and continental building. Our H&K heritage resources, education and research programs target the previously disadvantaged, women, youth and people with disability as part of fulfilling the 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**

The final ambitious project at Freedom Park, i.e., the Gallery of Leaders interpretive centre is to be completed in 2023 and with-it department of H&K will have fulfilled a complete Garden of Remembrance. National and international leaders of uniqueness shall be honored at the Gallery of Leaders, and this include Archbishop Emeritus Demond Tutu and Queen Nzengezi as outstanding personalities in history. The names of those honored by means of inscription on the Wall of Names and displayed through interactive panel at the Gallery of Leaders are across the global society. S'khumbuto at the sanctuary remains a place of remembrance of those who were experience the hardship of oppression and apartheid. Celebration of persons and communities is realized through partnership that mount temporary exhibitions at //hapo as part of enhancing the story line. The story line is also supported through purchase of literature, acceptance of donation from organization and individuals which are deposited to the Pan African Archive and our new technology driven archive called Vernon System. The revival of the Names Database adds to the value of retrieval and access of the names collected to the end-user. Such free-standing sources search contribute to easy access of our knowledge-based resources.

Our outcome indicators do result in published material through intermedial terminal system based at //hapo interpretive centre. The publication is of redress nature and talks to decolonization, indigenous knowledge systems, non-formal education on the history of resistance, liberation and heritage as complementary and corrective measure to the existing gaps in the education system. Education and heritage education events will continue to do mental liberation and emancipation of African voices through storytelling and public education. The outcome indicator of Research and Development address outcome of Redress, Inclusivity and Access through knowledge development on those persons whose contribution is recognized and memorialized at Wall of Names. Internal structure such as Name Verification Committee and Interfaith Committee continue to play a positive role through their Terms of Reference by involving the public in recommending names for the Wall of Names and honour them through inclusive interfaith activities that are normally held at Isivivane. The healing of the past and the igniting a better tomorrow for families and communities remains the task of the Interfaith and Names Verification Committee.

### **c) Explanation of the output's contribution to the achievement of the outcomes**

The H&K Department depends on available funds and policy directives to fulfill its mandate as core business of the organization. This financial enabler will give results of planned performance within the 5-year strategic plan. A fair share of the budget should be allocated to the H&K department 's core business programmes rather than to support department and security. As a National Heritage Site and a Cultural Institutions Freedom Park should have resources for its mandate and objective more that for supporting programs. Outstanding infrastructure such as Sentlhaga, Green Room, Sign Language, digitization, Nursery and maintenance of various heritage resources needs further founding. Brail Facilities are a requirement for both //hapo and Gallery of Leaders and project is urgent as part of compliance. Online- Public Access Catalogue (OPAC) for heritage resources remains a need for the department. Funds are needed to market Freedom Park as a destination of choice to attract international and continental clients through partnership and tourist ventures. This is a responsibility of Finance and Marketing to implement a workable action to attract visitors. To remain relevant, the Indigenous Knowledge hub needs founding as part of inclusivity and redress. The core business of the H&K can effectively be rolled-out with the involvement of a variety of indicators and target in the Public Engagement Department. Collaboration with SADC countries and African Union in areas including MOU and Liberation Heritage will benefit in building a visible brand for Freedom Part as a heritage destination. The brand visibility is still a challenge that affects the Park and a heritage destination. With new and additional responsibilities on Matola Raid Interpretive Centre and Monument and Samora Machel Monument Freedom Part has an opportunity to grow its standing as a unique shrine and destination across boarder and thereby increase the tourism market and South Africa's response to what it benefited through the history of struggle and liberation from countries such as Mozambique, Lesotho, and Botswana. This extra responsibilities has implications on human resource and LRA and should be done with long term planning and inclusive of affected communities and workers. Therefore H&K as core business has responsibilities beyond the borders of South Africa and with good funding it can leverage on heritage tourism and proof to be best model in flagship for liberation heritage for the region and South Africa.

### Programme 3: Public Engagement

**Purpose:** The programme contributes to Government Priority 6 supported by DSAC of “Social Cohesion” by communicating, marketing, reaching out and building relations 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	MTEF Period	MTEF Period
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Increased demand and consumption of product and services	Increase registered visitors	Number of registered feet-through the gate	4 513 visitors registered.	Register 60 000 visitors	10 000 registered feet-through the gate	15 000 registered feet-through the gate	40 000 registered feet-through the gate	50 000 registered feet-through the gate	50 000 registered feet-through the gate
		Number of digital platforms visitors' engagement	N/A	N/A	10 000 digital platforms visitors' engagement	15 000 digital platforms visitors' engagement	50 000 digital platforms visitors' engagement	50 000 digital platforms visitors' engagement	50 000 digital platforms visitors' engagement
	Positioned and Profiled Freedom Park as a Historical and Heritage destination	Number of positioning and profiling activities conducted	4 positioning and profiling activities conducted.	8 positioning and profiling activities conducted	8 positioning and profiling activities conducted.	8 positioning and profiling activities conducted			
	Partnerships with local, continental and international	Number of activated partnerships	4 MOUs signed and activated	4 MOUs signed and activated	4 partnerships activated	4 partnerships activated	8 MOUs activated	8 MOUs activated	8 MOUs activated

## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2024/25	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Number of registered feet-through the gate	40 000 registered feet-through the gate	10 000 feet-through the gate	10 000 feet-through the gate	10 000 feet-through the gate	10 000 feet-through the gate	
Number of digital platforms visitors' engagement	50 000 digital platforms visitors' engagement	10 000 digital visitors	10 000 digital visitors	15 000 digital visitors	15 000 digital visitors	
Number of positioning and profiling activities conducted	8 positioning and profiling activities conducted.	2 positioning and profiling activity conducted.	3 positioning and profiling activity conducted.	2 positioning and profiling activity conducted.	1 positioning and profiling activity conducted.	
Number of activated partnerships	8 MOUs activated	2 partnerships activated	3 partnerships activated	2 partnerships activated	1 partnership activated	

### **6.3 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 focuses on increasing demands for Freedom Park products and services in the next medium-term period. This is done through various intervention to support the envisaged outcomes. Positioning 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 honoring heroes and heroines of the eight struggles memorialized by Freedom Park. These interventions will help portray and celebrate the role players by youth and women in the eight conflicts depicted of Freedom Park's Wall of Names. In addition, schoolchildren will be targeted to expose them to the South African history and liberation and freedom heritage as untold to encourage emancipation of African Voices in their journey to decolonize education as is the new struggle emerging. Marketing and positioning Freedom Park core business remains an output to be done through marketing and PR programmes as well as events management.

#### **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**

Public Participation has achieved 99% of targets planned in the Annual Performance Plan. This is a good start to the financial year. Admission revenue has also significantly increased as compared to the same period last financial year.

An effort is required to catch up on events revenue in the second quarter of the financial year. Strategic partners continued to support our mandate in this quarter through collaborations on social cohesion, reconciliation and nation building projects. Global Brand awareness was heightened during this quarter because of a greater influx of embassy visits which resulted in the commemoration of their event notwithstanding visits by Heads of State enhancing global brand awareness. This resulted in an enormous media reach and coverage both globally and domestically. Marketing and PR initiatives incorporating external stakeholders led to venue hire and conferencing facilities.

The introduction of public awareness campaigns through the establishment of signature events has attracted various target markets to visit Freedom Park and utilize its offerings and services. Events which are part of the signature includes public lectures, music concerts and social media and other marketing campaigns such as permits for photo-shoots, documentaries filming on the heritage site. Several ambassadorial initiatives to engage young people/ patriots in instilling the pride of the national identity will be established in partnership with various organisations. The media ambassadorial programme will target the already established media and communication forums to assist in marketing in positioning Freedom Part as heritage destination of choice. Friends of Freedom Part will be converted into a revenue driver for sourcing funds for Freedom Park. The is need for more funds to be made available to facilitate marketing and communicate in line with fund raising plans.

**c) Explanation of the output's contribution to the achievement of the outcomes.**

The Public Participation Department is responsible for two strategic goals, namely to contribute to social cohesion by positioning Freedom Park as a symbol of national identity and to mobilise institutions through active partnerships with national, continental and local institutions to emancipate the African voice. Of course, the achievements during this review of our targets is yet another testimony that Freedom Park is on a sustained trajectory of satisfaction. This quarter saw an upward spiral in event feet, and this is mostly attributable to stakeholder engagements with like-minded institutions.

Public Engagement has an outcome of increased demand and consumption of products and services. These products and services are targeted mainly at tourists and guests visiting Freedom Park and they include the Museum, Garden of Remembrance, restaurant, Gift Shop, Radio and variety of exhibitions, events, seminars, and dialogues.

One of the key drivers for this upward spiral is the positioning of Freedom Park as an icon of freedom and humanity as well as a World class heritage site with the ability to convert stakeholders of Freedom Park into ardent partners and sponsors of this wonderful monument by building a cadre of brand loyalists who would ensure that Freedom Park charts the road to financial sustainability.

Reconciliation and Nation building represent one of the national priorities of our government. The Park is therefore continuously contributing towards the processes of reconciliation and nation building from a heritage perspective by exploring and celebrating the cultural diversity of the nation. To this end we have embarked on an extensive programme aimed at promoting reconciliation and nation building.

- reconciliation with previously polarised cultural groups
- reconciliation with communities
- reconciliation within individuals in terms of identity

The projection of 10 000 visitors was easily achieved given the end of Covid-19 with a staggering number of 30 676 and an increase of 20 676 largely due to the effectiveness of the positioning and profiling strategy. Signature events like the Dulcie September and Ubuntu festival and Cuito Cuanvale enjoyed extensive media coverage. Heads of State visits ensured maximum media coverage both globally and domestically with most electronic media. Dstv channel 176 broadcasted the most inspiring heritage destination with. Immense publicity was also derived during the commemorative national holidays with Power FM, SABC DSTV Channel 404 and ENCA. France 24 covered the Dulcie September.

Brand visibility was heightened with social media narratives around the commemorative national days, and events of course this translated into a huge number of visitors to the Park. The website saw 55 874 views, with registered followers on Twitter 2030, with Facebook almost 12000 and Instagram 565 totalling almost 14384 on social media.

The product consumption and engagement with Park services has changed and is developing new consumption trends due to the Covid-19 pandemic. Much as visitors turned to digital platforms there is a great return to normal site visits and tours. The return of physical visits since the cease of National Disaster Regulation has seen more and more visitors and tourists to the Park. Companies a booking venue for various function and this add to the number of people visiting the Park. New normal improves gate-takings and thereby increase the feet-into our destination thereby showing numbers growing to prior to Covid-19 period. Our outcome indicators have increased using social media as a new way of checking trends and Freedom Park took advantage by creating Friends of Freedom and new Social Media Application from which tourist can make their booking on-line and interact with our offerings. Brand-visibility and signature event will bring the expected results and thereby marketing

will improve. The need to budget allocation for aggressive media marketing and communication is a requirement if the department must see public benefits to our core business. More alignment of outreach and marketing should be realized as part of the outcome and performance.

## 7. Programme Resource Considerations

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

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Budget	Budget	Budget	Planning Budget Estimate	Planning Budget Estimate	Planning Budget Estimate	Planning Budget Estimate
Operating subsidy from DSAC	92 753	96 312	104 735	105 341	110 973	115 976	121 301

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Audited Outcome	Audited Outcome	Audited Outcome	Planning Budget Estimate	Planning Budget Estimate	Planning Budget Estimate	Planning Budget Estimate
Rand thousand							
<b><u>Objective/Activity</u></b>							
Administration	532 679	352 097	331 796	63 378	68 223	71 476	71 476
Business development	19 126	22 633	28 629	23 068	24 637	25 343	27 343
Public engagement	14 225	7 063	22 903	9 181	10 189	10 865	12 865
Samora Machel and Matola Museums			1 300	1 714	1 924	1 992	1 992
Lilliesleaf	0	1 718	12 000	8 000	6 000	6 300	7 625
<b>Total</b>	<b>566 030</b>	<b>383 511</b>	<b>396 628</b>	<b>105 341</b>	<b>110 973</b>	<b>115 976</b>	<b>121 301</b>
<b><u>Economic classification</u></b>							
<b>Current payments</b>	<b>566 030</b>	<b>383 511</b>	<b>396 628</b>	<b>105 341</b>	<b>110 973</b>	<b>115 976</b>	<b>121 301</b>
Compensation of employees	<b>61 382</b>	<b>60 158</b>	<b>58 303</b>	<b>60 552</b>	<b>63 245</b>	<b>63 245</b>	<b>63 245</b>
Salaries and wages	61 382	60 158	58 303	60 552	63 245	63 245	63 245
Social contributions	0	0	0	0	0	0	0
Goods and services	<b>292 805</b>	<b>308 611</b>	<b>322 364</b>	<b>44 789</b>	<b>47 728</b>	<b>52 731</b>	<b>58 056</b>
Of which							
Audit costs: External	1 713	4 013	2 421	2 528	2 640	2 759	2 759
Communication (G&S)	615,46743	568	1 030	1 076	1 123	1 274	1 274
Computer services	2 344	2 823	3 929	2 103	2 786	3 000	3 000
Consultants: Business and advisory services	891	607	3 296	850	1 088	1 637	1 637
Legal services (G&S)	1 368	827	1 411	750	750	750	750
Science and technological services	0	0	0	0	0	0	0
Contractors	2 306	9 588	10 997	6 247	4 254	3 376	3 376
Maintenance and repairs of other fixed structures	2 301	9 588	10 997	6 247	4 254	3 376	3 376

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Audited Outcome	Audited Outcome	Audited Outcome	Planning Budget Estimate	Planning Budget Estimate	Planning Budget Estimate	Planning Budget Estimate
Agency and support/outsourced services	7 508	8 045	4 589	2 266	2 457	2 657	2 657
Operating leases	263622,65	263 801	264 515	898	985	5 875	5 875
Travel and subsistence	33,37023	428	239	249	261	272	272
Training and development	9,982	750	750	750	750	750	750
Operating payments	12 390	17 161	99 574	27 072	22 002	27 005	32 330
Depreciation	20 844	14691	15 961	-	-	-	-
Losses from	<b>190 999</b>	<b>51</b>	-	-	-	-	-
Sale of fixed assets	1 895	-	-	-	-	-	-
Impairments and Adjustments to Fair Value	189 100	51	-	-	-	-	-
Adjustments to Fair value of financial assets	189 100	-	-	-	-	-	-
Impairments to non-financial assets		51	-	-	-	-	-
Other	5	-	-	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>566 030</b>	<b>383 511</b>	<b>396 628</b>	<b>105 341</b>	<b>110 973</b>	<b>115 976</b>	<b>121 301</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 positioning Freedom Park.

Freedom Park is funded mainly by the grant received from Department of Sport, Arts and Culture; the grant has not been growing for the past 3 years and is not expected to experience significant growth over the MTEF. Revenue earned through entrance fees, donor assistance, sponsorships, rental income and interest on investments is not significant to relieve the entity's reliance on grant funding. The main expenditure drivers relate to the Compensation of Employees and the management services of the Park, such as Security, Repairs and Maintenance and Landscaping.

The table below is an analysis of expenditure for the entity split between compensation of employees and goods and services as per audited outcomes and the MTEF period.

<b>Administration</b>	<b>Audited Outcomes</b>			<b>MTEF Expenditure Estimates</b>			
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Economic classification:</b>							
Compensation of employees	31 612	35 563	27 275	34 125	35 643	37 425	37 425
Goods and services	501 067	316 534	304 521	29 253	32 580	34 054	34 054
<b>Total expenses</b>	<b>532 679</b>	<b>352 097</b>	<b>331 796</b>	<b>63 378</b>	<b>68 223</b>	<b>71 476</b>	<b>71 476</b>
Staff complement (no.)	56	55	53	55	55	55	55
<b>Business development</b>	<b>Audited Outcomes</b>			<b>MTEF Expenditure Estimates</b>			
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Economic classification:</b>							
Compensation of employees	17 676	20 081	19 414	20 418	21 326	21 326	21 326
Goods and services	1 450	2 552	9 215	2 650	3 311	4 017	6 017
<b>Total expenses</b>	<b>19 126</b>	<b>22 633</b>	<b>28 629</b>	<b>23 068</b>	<b>24 637</b>	<b>25 343</b>	<b>27 343</b>
Staff complement (no.)	23	20	22	23	23	23	23

Public engagement	Audited Outcomes			MTEF Expenditure Estimates			
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Economic classification:</b>							
Compensation of employees	12 094	4 514	11 614	6 009	6 276	6 276	6 276
Goods and services	2 131	2 549	12 634	3 172	3 913	4 589	6 589
<b>Total expenses</b>	14 225	7 063	24 248	9 181	10 189	10 865	12 865
Staff complement (no.)	18	18	15	18	18	18	18
<b>Liliesleaf, Samora Machel &amp; Matola Museums</b>	Audited Outcomes			MTEF Expenditure Estimates			
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Total expenses</b>		1 718	11 955	9 714	7 924	8 292	9 617

## 8. Updated Key Risks

Outcome	Key Risk	Consequences	Assumptions	Risk Mitigation
Improve effectiveness and efficiencies in governance	Amalgamation of museums Risk accepted.	Job losses. Loss of autonomy (governance)	Amalgamation of Entities. Re-alignment of the Heritage landscape. Budget shortfalls in Entities.	Risk accepted.
Redress, Inclusivity and Access	Failure to acquire and digitize cultural resources	Limited cultural resources. Limited access.	Lack of willing donors. Expensive to purchase Budgetary constraints. Lack of appropriate equipment. Lack of capacity.	Acquisition of cultural resources through research, donations, or purchases. Procure digitization service in phases. Purchase appropriate equipment.

Outcome	Key Risk	Consequences	Assumptions	Risk Mitigation
Redress, Inclusivity and Access	Failure to develop, display and publish quality IKS and decolonized curatorial, educational and research outputs	Low visitor numbers. Loss of revenue. Reputational harm.	Budgetary constraints. Inadequate use of alternative digital platforms.	Partner with appropriate stakeholders for tangible outputs. Maximize use of virtual platforms. Utilize mobile exhibition truck for display.
Redress, Inclusivity and Access	Failure to honour diverse heroes and heroines of Resistance and Liberation Heritage (RLH)	Non-delivery on main mandate. Reputational damage. Low visitor numbers. Loss of income.	Unavailability of sources. Budgetary constraints. Possible saturation.	Commemoration of ten national, continental and international days. Names Inscription on the Wall of Names.
Improve governance on the implementation of policies	Failure to meet compliance requirements of the Institution	High rate of irregular and fruitless expenditure. Disruption of administration activities due to high rate of disciplinary actions and grievances. Low morale of staff. Audit findings. Collapse in ethical culture. Litigation. Reputational harm. Labour related matters.	Culture of not reading approved policies. Non-participation in the policy development. Poor planning. Lack of communication on approved policies. Lack of consequence management. Lack of accountability.	Ethics survey. Policy workshops to staff members.
Sustainable diversified revenue streams	Financial sustainability	Restriction on expansion and growth. Reputational damage. Inability to fulfil legislative mandate. Failure to maintain the Park. Retrenchments. Long term sustainability of the institution becoming questionable (going concern). Failure to fulfil mandate.	Limited revenue generation sources. Funding plan not aligned to the business model. Misalignment between budget; planning; and delivery targets. The Freedom Park brand is not known. Failure to maximise products. Cuts in government grants.	Friends of Freedom Park Initiative. Implementation of the Nursery. Increase targeted number of visitors.

Outcome	Key Risk	Consequences	Assumptions	Risk Mitigation
Redress, Inclusivity and Access	Inadequate access to information on Resistance and Liberation Heritage (RLH)	Failure to deliver on core mandate. Insufficient information. Limited visitor experience Dented credibility.	Inadequacy and unavailability of sources. Unwillingness of interviewees. Possible saturation. Lack of resources. Ageing technology. Inadequate maintenance.	Develop content for VVR, CMS, website and social media platforms. Functional core business committees. Functional interactive terminals in the Museum. Routine maintenance of technology. Operational Library and PAA.
Increased demand and consumption of product and services	Inadequate and inconsistent marketing and awareness programmes (RLH)	Low visitor numbers. Failure to achieve the objective Lack of brand. Negative publicity.	Lack of public awareness. Lack of marketing budget. Lack of reputational budget. Lack of marketing skills. Failure to position Freedom Park as Heritage destination.	Conduct one signature event. Consistent media, public relations and marketing campaigns.
Redress, Inclusivity and Access	Inadequate protection of FP intellectual property	Financial loss. Reputational damage.	Intellectual theft. Plagiarism. Contravention of Copyright Acts.	Implementation of the security measures as contained in the IP and copyright policy.
Improve governance on the implementation of policies	Ineffective organisational culture	Organisational culture that has a lack of collection of values, beliefs, ethics and attitudes that characterise an organisation and guide its practices.	Low staff morale. Unengaged staff. Ineffective leadership. Lack of trust in management.	Improved organisational culture through staff engagement.
Improve governance on the implementation of policies	Succession Planning	Organisation strategic outcomes may not be consistently met. Staff grievances. By-pass Delegation of Authority. Sudden loss of key skills sets.	Implementation of the organisation realignment delayed. Council approval to fill vacant positions.	Ensure all key positions have succession plans in place. Implement approved organisational structure.

Outcome	Key Risk	Consequences	Assumptions	Risk Mitigation
Improve effectiveness and efficiencies in governance	Unmanageable debt levels and legal cases from amalgamation  Risk accepted.	FP reputation may be damaged due to our inability to service all the debts incurred by the other museums; and to comply with legal matters. Furthermore, there are negative media coverage and leaks (especially Liliesleaf).	Amalgamation of museums Impact of MoAs to manage funds on behalf of DSAC and Liliesleaf Trust.	Risk accepted.

## 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	
		Sustainable diversified revenue streams	
		Improve effectiveness and efficiencies in governance	
		Redress, Inclusivity and Access	
		Increased demand and consumption of product and services	

## 10. Infrastructure Projects

	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total estimated cost	Current year expenditure 2023/24
1.	Gallery of Leaders	Business Development	Transform temporary exhibition to permanent exhibition.	Transform current temporary exhibition to permanent one	May 2020	June 2024	R25 000 000 (Deferred income)	R13 770 917
2	Capital Project	Administration	New Entrance Gate	Transform and secure the entrance to Freedom Park	January 2023	November 2024	R 12 000 000	R 386 059
3.	New Uitspaan Plek	Business Development	New Uitspaan Plek	Capital Project	December 2023	July 2024	R 1 767803	R 188 763.00
4.	Hilltop Sign	Administration	Hilltop Sign	Capital	December 2023	October 2024	R 2 500 000	R 0. 00
5.	Nursery	Administration	New Nursery	CAPITAL	January 2024	June 2024	R 2 500 000	R 0. 00
6.	Maintenance of Reed lights	Business Development	Reed lights	Maintenance of lights	December 2023	March 2025	R 2 000 000	R 0.00
7.	CCTV	Administration	CCTV	New Security System	November 2023	May 2024	R 4 000 000	R 0. 00

## 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	30 April 2026

## 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>	1 ethics survey 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>	Quarterly
<b>Desired Performance</b>	R5 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>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: 100%</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 – Q1, Q2 and Q4
<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>	Annually - 2 <sup>nd</sup> Quarter
<b>Desired Performance</b>	Unqualified audit opinion
<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	ICT Strategy – Implementation Plan
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 (year-end)
Reporting Cycle	Quarterly
Desired Performance	1 review of ICT Strategy and Governance Framework
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: 100%</li> <li>Target for people with disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	60% of all procurement transactions awarded to youth, women and people with disability
Indicator Responsibility	Supply Chain Manager

Indicator Title	Percentage reduction of irregular expenditure
Definition	Elimination of non-compliance for procurement of goods and services
Source of data	Audit Report
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> <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>	90% reduction of existing irregular expenditure (based on previous year's audited baseline)
<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 digitized resources and actual resources in digital format.
<b>Assumptions</b>	Archivists do have technical knowledge of digitization
<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>	2 500 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 and //hapo storyline
<b>Method of calculation/ assessment</b>	Simple count of cultural resources acquired
<b>Means of verification</b>	Actual acquired cultural resources or photographs thereof and any other source of historic, cultural, heritage and spiritual information relevant to the seven epochs.
<b>Assumptions</b>	Availability of donors of cultural resources related to the seven epochs.
<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>	7 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 prints from Vernon Database
Assumptions	Donors of cultural resources relevant to //hapo 7 epochs are available.
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 (year-end)
Reporting Cycle	Quarterly
Desired Performance	500 cultural resources processed
Indicator Responsibility	Archivists, Chief Curator.

Indicator Title	Number of books acquired
Definition	Freedom Park Librarians acquire books relevant to //hapo storyline for authenticating the story through purchases or donations.
Source of data	//Hapo storyline
Method of calculation/ assessment	Simple count of acquired books
Means of verification	Actual books acquired , Proof of acquisition through purchase invoice, delivery note or other form of proof of acquisition or donation.
Assumptions	Books relevant to //hapo storyline are available. Funds for purchasing books are available.
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 (year-end)
Reporting Cycle	Bi-annually – 2 <sup>nd</sup> and 3 <sup>rd</sup> Quarter
Desired Performance	50 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.

<b>Assumptions</b>	Names of those who died during the Struggle for humanity are available
<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>	100 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>	<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 – 2 <sup>nd</sup> , 3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	5 temporary exhibitions 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>	Events 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 events on RLH depends on budget availability
<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 – 2 <sup>nd</sup> , 3 <sup>rd</sup> and 4 <sup>th</sup> Quarter
<b>Desired Performance</b>	1 day of Reflection on RLH conducted on 23 March 2024 (Commemoration of the Battle of Cuito Cuanavale).
<b>Indicator Responsibility</b>	Heritage Resource and Research Manager

<b>Indicator Title</b>	<b>Number of commemoration of heroes and heroines (RLH) programmes 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 days
<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>	<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>	Annually – 3 <sup>rd</sup> Quarter
<b>Desired Performance</b>	3 Commemoration of Heroes and Heroines (RLH) programmes (Boipatong Massacre)
<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>	<ul style="list-style-type: none"> <li>• Target for Women: 1 education programme item published focusing on women.</li> <li>• Target for Youth: 1 education programmes publication item focusing on youth.</li> <li>• Target for people with disabilities: 1 education programme publication item focusing on people with disabilities.</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually – 2 <sup>nd</sup> Quarter
<b>Desired performance</b>	Support material for 3 education programmes 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>	<ul style="list-style-type: none"> <li>• Target for Women: Women to be invited to participate in the heritage event.</li> <li>• Target for Youth: Youth to be invited to participate in the heritage event.</li> <li>• Target for people with disabilities: People with disabilities to be invited to participate in the heritage event.</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually – 3 <sup>rd</sup> Quarter
<b>Desired performance</b>	1 heritage education event conducted
<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>	<ul style="list-style-type: none"> <li>• Target for Women: Women storytellers to be invited to take part in the event.</li> <li>• Target for Youth: Youth storytellers to be invited to take part in the event.</li> <li>• Target for people with disabilities: People with disabilities to be invited to play a role in the event.</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<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 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>	<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>	Bi-Annually – 2 <sup>nd</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>	<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>	Bi-annually – 2 <sup>nd</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; Photographes
<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>	<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>	Bi-annually – 2 <sup>nd</sup> and 4 <sup>th</sup> Quarter
<b>Desired Performance</b>	2 seminars / conferences / public lectures 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>	<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 dialogues conducted
<b>Indicator Responsibility</b>	Researchers, Archivists, Research Manager.

<b>Indicator Title</b>	<b>Number of Interfaith and strategic projects conducted</b>
<b>Definition</b>	Conducting Interfaith projects 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 projects
<b>Means of verification</b>	Attendance registers
<b>Assumptions</b>	Availability of members of faith-based organisations, participants and budget.
<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 Interfaith and strategic projects conducted
<b>Indicator Responsibility</b>	Researchers; Research Manager

<b>Indicator Title</b>	<b>Number of registered feet-through the gate</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>	Count of the number of guests and visitors at the point of entree registered 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>• 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>	15 000 registered feet through the gate
<b>Indicator Responsibility</b>	Guest Relations Officer

<b>Indicator Title</b>	<b>Number of digital platforms visitors' engagement</b>
<b>Definition</b>	A quantified number of visitors who consume Freedom Park products and services through digital participation in various activities including virtual tours, events, films, photography, research, etc.
<b>Source of data</b>	Google analytics reports
<b>Method of calculation/ assessment</b>	Count of digital platforms visitors' engagement
<b>Means of verification</b>	Google analytics reports
<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>• 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>	15 000 digital platforms visitors' engagement
<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 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>Number of activated partnerships</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>	Activated partnerships
<b>Method of calculation/ assessment</b>	The number of collaborations conducted per annum
<b>Means of verification</b>	Activated programmes with partners
<b>Assumptions</b>	Partnerships planned will be implemented on time and attract right partners to collaborate on common programmes of social cohesion, nation building and reconciliation
<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 partnerships activated
<b>Indicator Responsibility</b>	Events Coordinators

## Annexure A: Amendments to the Revised 2020/25 Strategic Plan

Proposed changes to the APP are done within the MTEF and guided by the Strategic Plan 2020/25.

There were no amendments to the strategic plan for 2024/25.

## Annexure B: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget (R thousand)	Period of Grant
User Asset management Projects	Capital Projects and maintenance	CCTV cameras, Gallery of leaders, UITSPANPLEK pathway, Security entrance gate, FP Nursery, facilities management	R0	5 Years

## 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	Ethics Survey Questionnaire
	Amount of fundraising revenue in cash and in-kind raised	R5 Million fundraising revenue in cash and in-kind raised	Donation agreements and MOUs Partnership agreements
	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

Institution	Output Indicator	Annual Target	Data Source
	Percentage of projects implemented from the ICT Strategy	Review of ICT Strategy and Governance Framework	Approved ICT Strategy and Governance Framework
	Percentage of procurement spend on youth, women and people with disability	60% of all procurement transactions awarded to youth, women and people with disability	Central Supplier Database, BBBEE certificate or Company Registration
	Percentage reduction of irregular expenditure	90% reduction of existing irregular expenditure (based on previous years' audited baseline)	Audit Report
	Number of cultural resources digitized	2 500 cultural resources digitized	Digitization strategy document
	Number of cultural resources acquired	7 cultural resources acquired	Pan African Archives concept document
	Number of cultural resources processed	500 cultural resources processed	Cataloguing Manual
	Number of books acquired	50 books acquired	//hapo storyline
	Number of names of heroes and heroines inscribed on the Wall of Names	100 names inscribed on the Wall of Names	Inscription guideline
	Number of temporary exhibitions developed / displayed in //hapo	5 temporary exhibitions displayed	//hapo storyline Exhibition concept
	Number of days on Reflection of the Resistance and Liberation Heritage (RLH) conducted	1 commemoration day of Reflection on RLH conducted.	Concept document Programme
	Number of commemoration of heroes and heroines (RLH) programmes conducted	3 commemoration of heroes and heroines (RLH) programmes conducted including the Boipatong Massacre	Concept document Programme
	Number of education programmes' support materials published	Support material for 3 education programmes published	Education Policy
	Annual heritage education event conducted	1 heritage education event conducted	Concept document
	Annual storytelling event conducted	1 storytelling event conducted	Education Policy Concept document

Institution	Output Indicator	Annual Target	Data Source
	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	2 seminars / conferences / public lecture conducted	Research Policy
	Number of dialogues conducted	4 dialogues conducted	Dialogue Concept document
	Number of interfaith and strategic projects conducted	4 Interfaith and strategic projects conducted	Interfaith Concept document
	Number of registered feet-through the gate	15 000 registered feet-through the gate	CRM reports on registered visitors or guests visiting Freedom Park
	Number of digital platforms visitors' engagement	15 000 digital platforms visitors' engagement	Google analytics reports
	Number of positioning and profiling activities conducted	4 positioning and profiling activities conducted	Integrated Communication and Marketing Strategies and Positioning Plans
	Number of activated partnerships	4 partnerships activated	Activated partnerships

## 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 either in 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 based on the financial statements. Materiality depends on the size of the item or error judged in the 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 several 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 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 R 290 381; being 0.25% of gross budgeted expenditure (R 116 152 725) for all transactions reflected in the statement of financial performance.

The Park assesses the level of a material loss as being R1 101 988; being 0.25% of the carrying value of the 2022/23 non-current assets (R 440 795 366) 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 because 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 0,25% of gross expenditure (operating cost, plus capital expenditure), FP considered 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 number 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 because 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 A: 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	<ol style="list-style-type: none"> <li>1. Any item or event of which specific disclosure is required by law</li> <li>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.</li> </ol>

### 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>
---

<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>	<ol style="list-style-type: none"> <li>1. Losses through criminal conduct: Any loss identified.</li> </ol>	All identified losses through criminal conduct, unauthorised, fruitless and wasteful expenditure

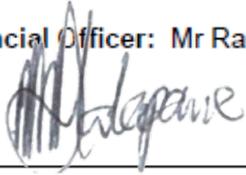
<b><u>Further/Specific Requirement (PFMA section 55 (a))</u></b>	<b><u>FP Response: Quantitative</u></b>	<b><u>FP Response: Qualitative</u></b>
<p>and wasteful expenditure that occurred during the financial year:</p> <p>(ii) any criminal or disciplinary steps taken consequence of such losses or irregular 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 considered</p>	<p>will be disclosed because it is qualitatively material.</p>

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

<b><u>General/Principal Requirement (PFMA section 54)</u></b>
<p>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:</p>

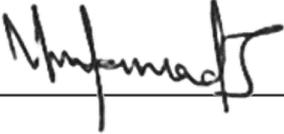
<b><u>Further/Specific Requirement (PFMA section 54)</u></b>	<b><u>FP Response: Quantitative</u></b>	<b><u>FP Response: Qualitative</u></b>
<p>(b) Participation in a <b><u>significant</u></b> partnership, trust, unincorporated joint venture or similar arrangement.</p> <p>(c) Acquisition or disposal of a <b><u>significant</u></b> shareholding in a company.</p> <p>(d) Acquisition or disposal of a <b><u>significant</u></b> asset.</p> <p>(e) Commencement or cessation of a <b><u>significant</u></b> business activity.</p>	<p>Qualitative aspect is more relevant</p>	<p>Any participation, outside of the approved strategic plan and budget.</p> <p>Any acquisition or disposal, outside of the approved strategic plan and budget.</p> <p>1. Any asset that would increase or decrease the overall operational functions of the Park, outside of the approved strategic plan and budget.</p> <p>2. Disposal of the major part of the assets of the Park.</p> <p>Any business activity that would increase or decrease the overall operational functions of the Park, outside of the approved strategic plan and budget.</p>

**Chief Financial Officer: Mr Radichaba Malapane**

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

Date: 30 January 2024

**Accounting Officer: Dr Jane Mufamadi**

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

Date: 30 January 2024

**Accounting Authority: DR BJW Langa**

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

Date: 30 January 2024



# COUNCIL CHARTER AND CODE OF CONDUCT

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CHAIRPERSON OF FREEDOM PARK COUNCIL

APPROVED	2001
REVIEWED	28 April 2022
NEXT REVIEW	April 2025

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## INTRODUCTION

1.1. Freedom Park is a declared National Heritage site in terms of Section 27(5) of the National Heritage Resources Act No. 25 of 1999, and declared as such in terms of GG Notice No. 40673, Vol. 621, 10 March 2017) 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

2.1. The following legislation applies to the roles, functions, obligations, rights, responsibilities and powers of Council:

- 2.1.1. Cultural Institutions Act No. 119 of 1998 (the Act);
- 2.1.2. Public Finance Management Act, 1999 (Act No 1 of 1999) (the PFMA);
- 2.1.3. King Report IV, issued by the Institute of Directors in Southern Africa.

## 3. DEFINITIONS

3.1. In this Charter, unless the context indicates otherwise-

- 3.1.1. 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;
- 3.1.2. 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–
  - 3.1.2.1. **“Council”** means Freedom Park Council appointed as such in terms of Cultural Institutions Act No. 119 of 1998;
  - 3.1.2.2. **“Accounting Officer”** means the Chief Executive Officer (CEO);
  - 3.1.2.3. **“Act”** means the Cultural Institutions Act No. 119 of 1998;

- 3.1.2.4. “**Chairperson**” means the Chairperson of Council;
- 3.1.2.5. “**Department**” means the Department of Arts and Culture;
- 3.1.2.6. “**Employer**” means Council or the CEO, acting on the instructions of the Council and on behalf of Council;
- 3.1.2.7. “**Employee**” means any person, excluding an independent contractor, who works for Freedom Park and who receives, or is entitled to receive any remuneration;
- 3.1.2.8. “**Management**” means the CEO and all Heads of Departments;
- 3.1.2.9. “**Minister**” means the national Minister responsible for the Department of Arts and Culture;
- 3.1.2.10. “**Organisation**” includes Council, its Committees, Management and administrative component;
- 3.1.2.11. “**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**

4.1. The purpose of this Council Charter is to set out the governing body’s role and responsibilities as well as the requirements for its membership, its meeting and other procedures and to establish guidelines for the conduct of Council members in fulfilling their obligations and carrying out their duties.

4.1.1. This Charter applies to all members of Council.

4.1.2. This Council Charter sets out :-

4.1.2.1. the roles, functions, obligations, rights, responsibilities and powers of the Freedom Park; and

4.1.2.2. the policies and practices of Freedom Park in respect to its duties, functions, responsibilities and value systems.

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

5.1. The Council consists of at least seven Members appointed by the Minister.

5.2. The Members of Council are appointed in accordance with the principles of transparency and representivity.

5.3. To maintain a balance of power, the governing body consists of a majority of non-executive members, most of whom are independent. Independence is determined if the governing

- body concludes that there is no interest, position, association or relationship which, is likely to influence unduly or cause bias in decision-making in the best interest of the organisation.
- 5.4. The Members of Council are appointed for a period of three years, unless a shorter period is prescribed by the Minister.
- 5.5. A Member of Council whose period of office has expired, may be reappointed.
- 5.6. 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.
- 5.7. At least one of the members appointed to Council must have experience in financial matters.
- 5.8. The members of Council must be appointed with a view to geographic representivity.
- 5.9. A Member of Council must vacate the office if the Member-
- 5.9.1. resigns in writing;
  - 5.9.2. has been absent from three consecutive meetings of Council without its leave;
  - 5.9.3. is an unrehabilitated insolvent;
  - 5.9.4. is found to be of unsound mind by a competent court;
  - 5.9.5. is convicted of an offence involving dishonesty or bodily harm and is sentenced to imprisonment without the option of a fine; or
  - 5.9.6. materially breaches the code of ethics of the institution.
- 5.10. 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.
- 5.11. 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.
- 5.12. 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.
- 5.13. 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**

- 6.1. Members of Council are appointed for a period of three years, unless a shorter period is prescribed by the Minister.

6.2. A Member of Council whose period of office has expired, may be reappointed by the Minister.

## 7. VACANCIES

7.1. 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

8.1. The functions of Council are-

- 8.1.1. to formulate policy (**Sector Policies – not operational**);
- 8.1.2. 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;
- 8.1.3. to receive, hold, preserve and safeguard all specimens, collections or other movable property placed under its care and management;
- 8.1.4. to raise funds for the institution;
- 8.1.5. 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;
- 8.1.6. to keep a proper record of the property of the declared institution,
- 8.1.7. 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;
- 8.1.8. to determine, subject to this Act and with the approval of the Minister, the objects of the declared institution; and
- 8.1.9. to, generally, carry out the objects of the declared institution.
- 8.1.10. 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.
- 8.1.11. Council may appoint such persons as it considers necessary to perform the functions of the declared institution concerned.
- 8.1.12. 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**

9.1. Freedom Park is a Schedule 3 1(A) public entity in terms of the PFMA.

9.2. Council is the accounting authority.

9.3. Council must-

9.3.1. exercise the duty of utmost care to ensure reasonable protection of the assets and records of the entity;

9.3.2. act with fidelity, honesty, integrity and in the best interests of the entity in managing the financial affairs of the entity;

9.3.3. 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

9.3.4. seek, within the sphere of influence of Council, to prevent any prejudice to the financial interests of the state.

9.4. A Member of Council may not—

9.4.1. act in a way that is inconsistent with the responsibilities assigned to an accounting authority in terms of the PFMA; or

9.4.2. 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.

9.5. A Member of Council must—

9.5.1. 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

9.5.2. 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 ROLES AND RESPONSIBILITIES OF COUNCIL**

10.1. Council —

10.1.1. must maintain an effective, efficient and transparent systems of financial and risk management and internal control;

10.1.2. 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;

- 10.1.3. have an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective;
- 10.1.4. have a system for properly evaluating all major capital projects prior to a final decision on the project;
- 10.1.5. must take effective and appropriate steps to—
  - 10.1.5.1. collect all revenue due to the public entity concerned;
  - 10.1.5.2. prevent irregular expenditure, fruitless and wasteful expenditure, losses resulting from criminal conduct, and expenditure not complying with the operational policies of the public entity;
  - 10.1.5.3. manage available working capital efficiently and economically;
  - 10.1.5.4. is responsible for the management, including the safeguarding, of the assets and for the management of the revenue, expenditure and liabilities of the entity.
- 10.1.6. must comply with any tax, levy, duty, pension and audit commitments as required by legislation;
- 10.1.7. must take effective and appropriate disciplinary steps against any employee of the public entity who—
  - 10.1.7.1. contravenes or fails to comply with a provision of this Act;
  - 10.1.7.2. commits an act which undermines the financial management and internal control system of the entity; or
  - 10.1.7.3. makes or permits an irregular expenditure or a fruitless and wasteful expenditure.
- 10.1.8. 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.
- 10.1.9. must comply, and ensure compliance by the entity, with the provisions of the PFMA and any other legislation applicable to the entity.
- 10.1.10. 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. ETHICS AND CORPORATE CITIZENSHIP**

- 11.1. Lead ethically and effectively by cultivating the characteristics of integrity, competence, fairness, transparency, accountability and responsibility and exhibit them in their conduct.

- 11.2. Govern the ethics of the organisation in a way that supports the establishment of an ethical culture by:
  - 11.2.1. setting the direction on how it should be approached
  - 11.2.2. approving codes of conduct and ethics policies and oversee management's
  - 11.2.3. implementation thereof; and
  - 11.2.4. exercising ongoing oversight of the management of ethics.
- 11.3. Ensure that the organisation is and is seen to be a responsible corporate citizen, by setting the direction for corporate citizenship it should be approached and addressed.

## **12. STRATEGY, PERFORMANCE AND REPORTING**

- 12.1. Appreciate that the organisation's core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are inseparable elements of the value creation process, by:
  - 12.1.1. steering and setting the direction for strategy;
  - 12.1.2. considering, challenging and
  - 12.1.3. approving management's formulation of short, medium and long-term strategy;
  - 12.1.4. approving policies and operational plans developed by management to give effect to the approved strategy; and
  - 12.1.5. exercising ongoing oversight of strategy implementation and assessment.
- 12.2. Ensure that reports issued by the organisation enable its stakeholders to make informed assessments of the organisation's performance as well as its short, medium and long-term prospects by:
  - 12.2.1. setting the direction of how it reporting should be approached;
  - 12.2.2. approving management's determination of the reporting frameworks to be used;
  - 12.2.3. overseeing that reports comply with legal requirements and meet the needs of stakeholders; and
  - 12.2.4. ensuring the integrity of external reports, including the integrated report and annual financial statements.

## **13. STAKEHOLDERS:**

- 13.1. Adopt a stakeholder inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time, by:

- 13.1.1. setting the direction of how it should be approached and addressed in the organisation;
- 13.1.2. approving policy that articulates and gives effect to the set direction;

#### **14. INFORMATION TO BE SUBMITTED BY COUNCIL**

- 14.1. 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.
- 14.2. 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.
- 14.3. 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.
- 14.4. 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.
- 14.5. 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—
  - 14.5.1. an annual report on the activities of that public entity during that financial year;
  - 14.5.2. the financial statements for that financial year after the statements have been audited; and
  - 14.5.3. the report of the auditors on those statements.
- 14.6. 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.
- 14.7. The Report must also include particulars of—
  - 14.7.1. any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;

- 14.7.2. any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;
  - 14.7.3. any losses recovered or written off;
  - 14.7.4. any financial assistance received from the state and commitments made by the state on its behalf; and
  - 14.7.5. any other matters that may be prescribed;
- 14.8. Council must submit the report and statements for tabling in Parliament to the Department.

## **15. THE ROLE AND ACCOUNTABILITY OF COUNCIL**

- 15.1. 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.
- 15.2. 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.
- 15.3. 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.
- 15.4. 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.
- 15.5. 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.
- 15.6. 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.
- 15.7. 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.
- 15.8. 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.

- 15.9. 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.
- 15.10. 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.
- 15.11. 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)**
- 15.12. 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.
- 15.13. 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.
- 15.14. 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:
- 15.14.1. the financial statements are true and fair and contain proper disclosures and conform with the law as set out in the Treasury Regulations;
  - 15.14.2. appropriate internal controls and regulatory compliance, policies, procedures and processes are in place; and
  - 15.14.3. non-financial aspects relevant to the organisations are identified and monitored.
- 15.15. 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.
- 15.16. Council shall ensure that the organisation complies with all relevant laws, regulations and codes of conduct.
- 15.17. 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.
- 15.18. 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.

- 15.19. 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.
- 15.20. 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;
- 15.20.1. Preserve and protect the natural environment; and
- 15.20.2. enhance and promote the rights and participation of communities they serve.

## **16. COUNCIL PROCEDURES**

- 16.1. The conduct of Council Members shall be consistent with their duties and responsibilities to the organisation and consequently to the stakeholders they serve.
- 16.2. 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.
- 16.3. Council shall be disciplined in fulfilling its functions, with the emphasis being placed on strategic issues and policy positions;
- 16.4. Council's discussions shall be open and constructive and have to always produce resolutions and action plans;
- 16.5. Discussions and records of Council shall remain confidential unless a specific directive is received from Council to the contrary;
- 16.6. 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.
- 16.7. At each meeting Council shall, at a minimum, consider all matters laid out in the meeting agenda.

## **17. Council shall, during the cycle of its activities**

- 17.1. approve the annual budget, strategic plan and business plan and performance agreements for senior management;
- 17.2. approve the annual and half-yearly financial statements and statutory reports and public announcements;
- 17.3. review the performance of Council and Council Committees
- 17.4. review CEO's remuneration;

17.5. review policies and practices in general (such as remuneration, donations and sponsorships, authority levels and others), as deemed appropriate.

## **18. COUNCIL COMMITTEES**

18.1. 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.

18.2. Council shall delegate to each of the Committees established, such authority as is required to enable such Committees to fulfil their respective functions.

18.3. The delegation of authority to Committees or Management shall not mitigate or discharge Council from their duties and responsibilities.

18.4. Council shall constitute the following committees:

- 18.4.1. Audit and Risk;
- 18.4.2. HR & Remuneration;
- 18.4.3. Core Business;
- 18.4.4. Ethics and Legal;
- 18.4.5. Finance and Fundraising; and
- 18.4.6. Executive.

18.5. Each Committee shall have formal terms of reference that shall be approved by Council.

18.6. The Chairperson of each Committee shall report back to Council at each Council meeting on the activities of the Committee.

18.7. Committees and Members are authorised to obtain independent outside professional advice as and when considered necessary.

18.8. The Company Secretary shall assist the Committees and Members in obtaining any such professional advice.

18.9. 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.

## **19. MATTERS RESERVED FOR COUNCIL DECISION**

19.1. 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:

- 19.1.1. approval of the strategy, business plans and annual budgets and of any subsequent material changes in strategic direction or material deviations in business plans;

- 19.1.2. evaluation of key assumptions and business indicators on which the organisation's strategic objectives and policies are based;
- 19.1.3. consideration and approval of any material departure from strategic objectives and policies;
- 19.1.4. including significant re-alignment of the businesses with key strategic thrust;
- 19.1.5. consideration and approval any major transactions; and
- 19.1.6. oversight of all important policies regulating organisational relations with its primary stakeholders and the significant issues arising from these relationships.

## **20. FINANCIAL MATTERS WITH THE GUIDANCE OF THE AUDIT AND RISK COMMITTEE**

- 20.1. adoption of any significant change or departure in the accounting policies and practices of the organisation;
- 20.2. approval of annual financial statements, interim reports and all matters related thereto;
- 20.3. Statutory and administrative with the guidance of the relevant Council Committee
  - 20.3.1. propose legislative amendments to the Minister on areas that prohibit effective performance of the organisation;
  - 20.3.2. settlement of legal or arbitration proceedings, where material, excluding those proceedings that are conducted in the ordinary course of business;
  - 20.3.3. granting general signing authorities and changes pursuant to the Act;
  - 20.3.4. formulation of policies in relation to trade union relations and industrial relations.

## **21. CORPORATE GOVERNANCE**

- 21.1. 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.
- 21.2. 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.
- 21.3. Council shall include a full report on its corporate governance in the annual report and its compliance with the King IV.

## **22. RISK MANAGEMENT**

- 22.1. Council shall be responsible for the process of risk management.
- 22.2. 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.

22.3. 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.

22.4. 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.

## **23. ACCOUNTABILITY AND AUDIT**

23.1. 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.

23.2. 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.

## **24. REMUNERATION OF EMPLOYEES**

24.1. 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.

## **25. MEETINGS AND COUNCIL ATTENDANCE**

25.1. 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.

25.2. 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.

25.3. 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.

- 25.4. Council Members who are unable to attend a scheduled Council meeting shall advise the Company Secretary of their inability to attend.
- 25.5. 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.
- 25.6. Executive Management, as appropriate, may attend Council meetings to facilitate communication between Executive Management and Council.
- 25.7. 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.
- 25.8. 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.

## **26. PROCEEDINGS OF MEETINGS**

- 26.1. Meetings and proceedings of Council shall be governed by the procedures developed by Council established from the Act;
- 26.1.1. 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.
- 26.1.2. 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.
- 26.1.3. 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.
- 26.1.4. 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.
- 26.1.5. 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.

## **27. EACH COUNCIL MEETING SHALL INCLUDE AT LEAST THE FOLLOWING MATTERS:**

### **27.1. Reports on:**

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

### **27.2. Documents requesting approval of:**

- 27.2.1. minutes of previous meetings;
- 27.2.2. any matters requiring specific approval by Council.

### **27.3. Reports by:**

- 27.3.1. key operational personnel;
- 27.3.2. Chief Financial Officer.

### **27.4. Committee documentation:**

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

### **27.5. Governance matters of a general or of an ad-hoc nature:**

- 27.5.1. The quorum for any meeting of Council shall be as determined by meeting procedures.
- 27.5.2. 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.
- 27.5.3. 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.
- 27.5.4. 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.
- 27.5.5. 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.
- 27.5.6. 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.

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

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

28.2. 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.

28.3. In such an event the scope of the task will be defined, agreed upon and approved by Council.

28.4. The terms of the engagement shall be competitive, clearly recorded and all legal requirements with regards to disclosure shall be complied with.

## **29. ROLE OF THE CHAIRPERSON**

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

### **29.2. The Chairperson is required to:**

29.2.1. provide overall leadership to Council, without limiting the principle of collective responsibility for Council decisions and setting the tone for its performance

29.2.2. ensure that all Council Members are fully involved and informed of any business issue on which a decision has to be taken;

29.2.3. ensure that Executive Managers play an effective management role and participate fully in the operation and governance of the organisation;

29.2.4. exercise independent judgement, act objectively and ensure that relevant matters are placed on the agenda and prioritised properly;

29.2.5. avail him-/herself to the CEO between Council meetings to provide counsel and advice;

29.2.6. ensure that the performance of the Chief Executive Officer is evaluated frequently; and

29.2.7. act as the main informal link between Council and Management, particularly the Chief Executive Officer.

29.2.8. Be the link between the organisation and the Department.

29.2.9. Undertaking the management of the governing body

29.2.10. Playing an active role in engaging governing body members and building upon their strengths and addressing /developing any weaknesses;

29.2.11. Ensuring that focus is maintained by the governing body on what is best for the organisation; and that the tone for organisational success is set;

29.2.12. Be accountable to the governing body; and

29.2.13. Working with fellow Council members in setting the direction and priorities for the execution of the duties by the governing body and acting as the communication channel for governing body decisions where appropriate.

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

30.1. The Chief Executive Officer is appointed by Council.

30.2. 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.

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

30.3.1. 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;

30.3.2. achievement of performance goals, objectives and targets;

30.3.3. maintenance of an effective management team and management structures;

30.3.4. ensuring that appropriate policies are formulated and implemented to guide activities;

30.3.5. ensuring that effective internal organisation and governance measures are deployed; and

30.3.6. serving as the chief spokesperson of the organisation.

### **31. THE COMPANY SECRETARY**

#### **31.1. The Company Secretary is accountable to Council for:**

31.1.1. 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;

31.1.2. guiding Council Members as to how their responsibilities should be properly discharged in the best interests of the organisation;

31.1.3. keeping abreast of, and informing, Council of current and new developments regarding corporate governance thinking and practice; and

31.1.4. maintenance of statutory records in accordance with legal requirements.

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

- 32.1. 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.
- 32.2. Council Members are jointly and severally liable and accountable for Council decisions and actions.
- 32.3. 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.
- 32.4. 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.
- 32.5. 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.
- 32.6. 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.

### **33. GENERAL**

- 33.1. 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.
- 33.2. All Council members shall have access to the Company Secretary for advice about the operations and governance of the organisation and Council procedures.
- 33.3. 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.
- 33.4. If any part of this Charter conflicts with anything contained in the Act, the Act shall take precedence.
- 33.5. These terms of reference may be amended from time to time by Council.

## **34. ASSESSMENT**

- 34.1. Performance of the governing body, governing body committees and individual governing body members is assessed annually, whether internally or independently.
- 34.2. Based on the results of the performance assessment, the governing body may identify necessary training and development needs for the governing body, committees and individual governing body members.



an agency of the  
Department of Sport, Arts and Culture

## PART B : CODE OF CONDUCT

### 1. PREAMBLE

- 1.1. 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.
- 1.2. 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;
- 1.3. It is also expected that each Council Member signs, on request, a written acknowledgement confirming compliance with this obligation:
  - 1.3.1. Ensuring accuracy of business records at all times;
  - 1.3.2. Ensuring honest and accurate recording and reporting of information is extremely important for Freedom Park and all the stakeholder;
  - 1.3.3. Provide accurate information about its processes and to make responsible business decisions based on reliable records;

- 1.3.4. Council Members also must properly record information related to their responsibilities;
- 1.3.5. Appropriate members of management must properly authorize all payments and transactions;
- 1.3.6. 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;
- 1.3.7. Undisclosed or unrecorded funds or assets are not allowed;
- 1.3.8. It is unacceptable, for example, to make false claims on an expense report;
- 1.3.9. No entry may be made that intentionally hides or disguises the true nature of any transaction.

## **2. RECORDING BUSINESS INFORMATION**

- 2.1. Almost all business records may become subject to public disclosure in the course of litigation or governmental investigations.
- 2.2. 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.
- 2.3. Protecting organisation assets.
- 2.4. 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.
- 2.5. 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.
- 2.6. 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.
- 2.7. 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.

### **3. PROTECTING CONFIDENTIAL INFORMATION**

3.1. One of Freedom Park's most valuable assets is information. Freedom Park is a public institution and therefore has an obligation to present itself a 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.

### **4. CONFLICT OF INTEREST**

4.1. 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.

4.2. 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.

### **5. DISCLOSURE**

5.1. 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.

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

6.1. 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.

6.2. 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.

### **7. PERSONAL INVESTMENT**

7.1. 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.

7.2. 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.

## **8. INSIDE INFORMATION**

8.1. Confidential information must not be used for personal benefit.

8.2. 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.

## **9. THE LAW**

9.1. The first and foremost obligation of responsible citizenship is to obey the laws of the countries and communities in which Freedom Park does business.

9.2. Any case of noncompliance with applicable law may subject a Council Member to disciplinary action.

## **10. OTHER RESPONSIBILITIES**

10.1. 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.

## **11. REPORTING AND ENFORCEMENT**

11.1. 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.

11.2. 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.

11.3. Such persons shall also be responsible for enforcing the applicable provisions of the Code.

## **12. APPLICATION**

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

**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: .....

**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**.

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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: .....