



an agency of the
Department of Sport, Arts and Culture

Freedom Park

Annual Performance Plan
2022/2023

Accounting Authority Statement

The year 2021 presented a difficult time as the country was yet again navigating through the persistent Covid-19 pandemic. The heritage and culture sectors are some of the hardest hit by the pandemic and faces severe socio-economic impact due to the closing of the cultural and heritage spaces and the cancellation of numerous socio-cultural events. Heritage site and tourism destination daily activities depend mainly on people-to-people contact.

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

In realising the vision, Freedom Park has honoured heroes and heroines of the eight conflicts as depicted on the Wall of Names in the Garden of Remembrance that includes the Liberation struggle. Such heroes and heroines included those who perished during the Matola Raid of 1981 in Mozambique; the Samora Machel commemoration who perished on South African soil when his aircraft crashed in 1986; the battle of Cuito Cuanavale (1987-1989) and the Cuban intervention in Angola, which is one of the turning points in the Southern African history; the Gaborone Raid, the MK60th anniversary and many more. The highlight for the year is the launch of the Freedom Park book: "Memory as a Force for radical Transformation", published in collaboration with UNISA Press. Generally, this scholarly work deals mainly with political and socio-economic triumphs and challenges confronting democratic South Africa.

Resources were mobilised to grow the visitors' numbers who will consume the Park's products and services as well as to generate funds, however this was not according to plan as Covid-19 lockdowns persisted. There was however a slight improvement from the 2020/21 financial year. Memorialisation elements of the Park though engagements in the form dialogues, seminars, exhibitions etc. were realised in the financial year 2021/22. An effort will be made for continuity in performance of all planned activities

for 2022/23 as we endeavour to recover from the economic set back caused by the Covid-19 pandemic.



Mrs H C Mgabadel

Chairperson

Accounting Authority of Freedom Park

Accounting Officer Statement

Freedom Park was established to preserve and memorialise the history of those who died in the struggle for humanity and freedom. This is done through various elements in the Park such as S'khumbuto, an element that bears testimony to the eight conflicts that have shaped our country as it is today: wars such as the Pre-Colonial wars, Wars of Slavery Genocide, Wars of Resistance, the South African wars, First and Second World Wars and the Struggle for Liberation. About 148 000 names of the heroes and heroines of those who perished in those wars are inscribed on the Wall of Names at S'khumbuto.

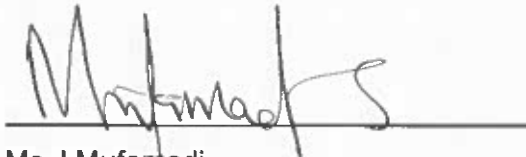
Freedom Park continued to entrench its financial management improvement activities to ensure that it achieves its goal of unqualified audit opinions. A continuous decrease in the revenue due to reduction of operating grants received from the Department of Sport, Arts and Culture (DSAC) directly impacted on the profitability of the Park. The revenue raised from admission fees and venue hire declined in the current financial year because of Park closure in December 2019. Reopening in September 2020, the lockdowns persisted in the 2021/22 financial year. However even with the declining revenue the Park implemented the turnaround strategy which yielded positive results in improving the Park's profitability when compared to the prior financial year.

Freedom Park is in the process of integrating the Matola Raid memorial and Samora Machel memorial. This was in response to the initiative/proposal that we made after hearing that most of the legacy projects are in distress, without proper management.

In the past three years the entity has experienced the toughest time due to reduction of government grants which led into deficits for three consecutive years. However, this was overcome through a financial turnaround strategy. Freedom Park has aligned with new developments in the country, especially the 4th industrial revolution on technological developments. The entity has introduced online bookings and virtual tours. We have also continued in conducting hybrid events to align with all Covid-19 protocols.

The entity is in progress of maintenance and completion of some infrastructure projects such as the Gallery of Leaders (GOL). Internal controls were strengthened to improve and sustain the entity's governance, audit, and ethical standing. The entity has put policies that strive to eliminate irregular, wasteful, and fruitless expenditures. Policies to capacitate the entity with human capital including Covid-19 protocols were also

reviewed and applied in compliance to government priorities as were set by the President of the Republic in his State of the Nation Address for the new administration. The Minister's goals were also aligned with the entity's key priorities, especially those of redress, inclusivity and access.

A handwritten signature in black ink, appearing to read 'Mufamadi', is written over a solid horizontal line.

Ms J Mufamadi


Chief Executive Officer

Accounting Officer of Freedom Park

Official Sign-off

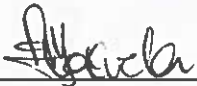
It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Freedom Park under the guidance of the Council of Freedom Park.
- 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 2022 until 31 March 2023.



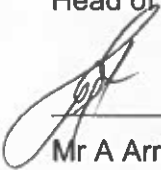
Dr S Zeka

Acting Head of Department: Heritage & Knowledge



Ms M Makoela

Head of Department: Public Participation



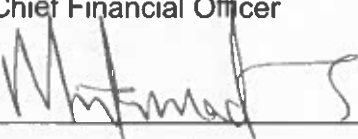
Mr A Arries

Acting Company Secretary



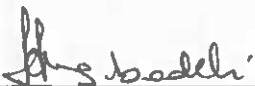
Ms H Ramugadi

Chief Financial Officer



Ms J Mufamadi

Chief Executive Officer



Mrs H C Mgabadel

Chairperson

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.
- National Treasury Regulations.
- Public Finance Management Act, 1 of 1999.
- National Heritage Resources Act, 25 of 1999.
- Public Audit Act No. 25 of 2004.
- Cultural Institutions Act, 119 of 1998 effective from 01 April 2009.

4. Relevant Court Rulings

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

Part B: Our Strategic Focus

5. Updated Situation Analysis

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 utilisation of financial resources. The implementation of the revised white paper includes establishing an integrated National Heritage Policy Framework to address the fragmentation and duplications in the current heritage architecture to eliminate overlaps for greater integration, consolidation, coherence, optimal functioning and effective delivery and to ensure a coherent arts, culture and heritage intergovernmental policy across national, provincial and local spheres of governance.

It is through this process that the new entities Matola Raid and Samora Machel Mbusizi Museums' consolidation under Freedom Park is approved to be under one existing entity. The National Treasury also approved the allocation increase for Freedom Park for additional resources required to fully support the newly amalgamated entity. Freedom Park established a task team to develop an integration plan for the two sites into Freedom Park.

The heritage and culture sector is one of the hardest hit by the pandemic due to the closure of facilities and faces severe socio-economic impact due to the closing of the cultural and heritage spaces and the cancellation of numerous socio-cultural events. 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 programmes and events, etc. The financial impact in terms of loss of revenue was high because the entity had to cancel signature events and strategic activities such as interfaith programmes (the lockdown impacts also intangible aspects like rituals and ceremonies). In addition, the collection and inscription of names on the Wall of Names have been disrupted.

With the advent of the pandemic, the entity increasingly resorted to the use of alternative ways of executing its programmes and meeting the targets. Since then, many programmes were, and are currently executed virtually, for example, the use of webinars for public and memorial lectures and the employment of the entity's digital platforms for publication of education programmes, the holding of storytelling events, and the display of temporary exhibitions. Freedom Park has penetrated various media platforms. Broadcast media has a dominant share of voice, which was in line with the communications and marketing strategy projections

of 40% broadcast, 40% online and 20% print. Positive sentiments are at 50%, which, although average, is positive given the Covid-19 disruption. Most sentiments are neutral (40%), which could move to positive with engagement in more activities.

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

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

The Constitution permits organs of state (such as departments of government and public entities) to implement a preferential procurement policy that advances persons previously disadvantaged by unfair discrimination. Section 217(3) provides for legislation that will prescribe a framework within which the policy must be implemented to be enacted. Thus, the Preferential Procurement Policy Framework, Act 5 of 2000 (PPPFA) and the regulations published under it prescribe requirements regarding black economic empowerment (BEE) considerations for state tenders.

The country is also embarking on adopting amendments on the issue of preferential procurement. The draft Bill on Public Procurement is currently being consulted and will seek to rescind the Preferential Procurement Policy Framework Act currently in existence. The proposed Bill addresses the issue of women, persons with disabilities and youth as beneficiaries of public procurement processes.

5.1. Internal Environment

Freedom Park's budget was approved on a cash basis despite the institution accounting for its total cost of conducting business, which include making provision for depreciation/non-cash items on an accrual basis. The effects of non-cash items on the financial performance of the institution would result in a net deficit for the near future. For 2016/2017, National Treasury

calculated the deficit to be R42 million, and R15 million for 2017/18 and R2 million in the 2018/19 financial year.

The deficit has decreased from R15 million in 2017/18 to R2 million in the 2018/19 financial year. The cost reduction strategies implemented by Freedom Park has resulted in the decrease on the deficit. The deficit reported by National Treasury was accumulated from the provision of the employees' leave pay raised at the 2018/19 financial year-end. The biggest liability that Freedom Park has is the differed income received from the Department of Sport, Arts and Culture earmarked for completion of the infrastructure projects.

Freedom Park requested reprioritisation of the differed income to utilise the funds for urgent projects; DSAC conditionally approved the utilisation of the earmarked funds during the 2019/20 financial year. The Supply Chain Management department has started the process of appointing service providers to utilise the funds. This will reduce the liability on the finances of Freedom Park.

An aggressive cost benefit analysis on all expense line items has been undertaken. As part of the analysis, programmes that are not supported by the core business were reprioritised and we have drastically reduced all non-essential costs and we will accelerate growth of high potential products. Outsourced services will be done internally. Freedom Park has implemented measures to reduce expenditure from the 2017/18 financial year to date, it is through contentious management of the expense that resulted in the improvement of the financial standing of Freedom Park.

It has also been mindful that reducing costs beyond a certain point might not be possible without adversely affecting service delivery imperatives. Freedom Park has the inelastic nature of staff costs in the short to medium term however it expects the outcome of the reorganisation process to result in an agile and cost effective organisational structure.

There must be a concerted effort of raising revenue generated from internal activities if the entity is to remain sustainable going forward. Focus will be on exploiting the commercial interest of the institution more, cutting costs and leveraging on partnerships.

The ICT infrastructure is being upgraded to the latest technology to be aligned to the ICT strategy. The revised ICT strategy aims at addressing the above risks raised and provide mitigation strategies. The implementation of the ICT policies, procedures and processes

including the framework and standards will enhance the governance environment within ICT, which will align to the corporate governance.

Freedom Park appointed a service provider to rate and issue a BBBEE certificate to achieve compliance, due to other areas such as skills development not being awarded points. Remedial action taken was DTI conducting a session with Freedom Park officials and appointing the new service provider. All these gaps led to a non-compliant certificate. Freedom Park have action plans to address the non-compliant certificate going forward. All procurement of goods, services and works for Rand value equal to or above R30 000 and up to R50 000 000 or more, Preferential Procurement Regulations, 2017 applies. Freedom Park through Corporate Governance has a system of tracking validity of policies and change in legislation environment to update its policies.

Freedom Park continue to implement youth employment interventions, including training opportunities that remove barriers to entering the labour market. The process of reviewing the employment equity plan is underway. Freedom Park has appointed 80% of women at top management. Up to 30% of goods and services is set-aside to support the procurement from women, youth and people with disabilities.

5.2. External Environment

While businesses will be required to review and amend their record keeping, employment and information technology policies and procedures to ensure compliance with the POPI Act, Freedom Park face additional challenges specific to the role in keeping historical records. These challenges include archivists having to go through all records released to them to ensure that no unlawful personal information is contained. This exercise alone will not only be time consuming, but it will require more financial resources to be invested in the processing of archive collections.

To comply with the POPI Act, Freedom Park developed guidelines to regulate the handling of personal information at various levels. Several trainings are underway to ensure that employees understand all aspects of the Act.

Regarding the impact of COVID-19 on service delivery and revenue generation, the tightening of the regulations has impacted on various aspects of the business such as the feet through the gate, revenue and operations of the restaurant.

The heritage landscape became one of the casualties of the outbreak of the Covid-19 pandemic since 2020 to date. With the advent of the pandemic, the Heritage & Knowledge Department (HKD) increasingly resorted to the use of alternative ways of executing its programmes and meeting the targets. Since then, the programmes were, and are currently executed virtually, for example, the use of webinars for public and memorial lectures and the employment of the entity's digital platforms for publication of education programmes, holding of storytelling events, and displaying of temporary exhibitions.

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

The volume and quality of collections of the liberation struggle material for the Pan African Archives (PAA) grew exponentially. The collections ranged from materials donated by individual freedom fighters of various liberation movements and their military wings (for example, African National Congress / *Mkhoto we Sizwe*; Pan Africanist Congress / *Poqo* / Azanian People's Liberation Army), organisations and governments which supported the South African liberation struggle.

The preservation and conservation of objects in //hapo under internationally benchmarked conditions is on ideal course. Likewise, more books on diverse topics and themes of the struggles for freedom and humanity were acquired essentially through selective purchase. An impressive number of temporary exhibitions were installed in //hapo. Such exhibitions displayed the role played by a galaxy of liberation struggle stalwarts such as Oliver Tambo, Nelson Mandela, Robert Sobukwe, Ahmed Timol, Fidel Castro, Kenneth Kaunda and Charlotte Maxeke, to mention a few.

The Education Unit intensified its presentations of quality assured education programmes, with Basic Education learners, Higher Education and Training students, youth and general participants as key audiences. The Unit continued to mobilise heritage institutions, both nationally and internationally, in the offering of the Time Travel (TT) education programme – the product of Bridging Ages International (BAI) and Bridging Ages South Africa (BASA) under the leadership of the Swedish Kalmar Ians Museum and the direction of the Foreign Affairs division of the Department of Sport, Arts and Culture (DSAC).

The international component of the Time Travel programme was put on hold on account of budgetary constraints by the end of 2019. Throughout the period under review, the hosting of the storytelling festivals in March of each financial year remained the centrepiece of the core programmes of the department. The festivals drew national and international storytellers whose performances provided educational and entertainment opportunities, with many school learners as the main beneficiaries. Daily performance of quality assured stories to visitors continued over the years.

The acceleration of collection of new names of heroes and heroines ensured memorialisation by way of inscription of their names on the Wall of Names and display in the Gallery of Leaders, with their written biographies captured in the electronic Names Database System. By 2021 the heroes and heroines honoured by the entity had reached an unparalleled number of 144 153 of people who deemed it fit to sacrifice their lives for a greater good and a better South Africa. In this way, the Freedom Park not only fulfils the honouring mandate of the entity, but also redresses the injustices of the past in an inclusive and accessible manner.

Council's strategic leadership, coupled with increased budget allocation, has capacitated the department to broaden the scope of honouring. There are now new commemorative programmes, such as the commemoration of heroes and heroines under specific liberation struggle events of the hanged political prisoners, SADF Raids in Matola, Maseru, and Gaborone, as well as numerous Apartheid-era massacres like in Mamelodi and Boipatong. The DSAC further bestowed on the entity the responsibility to host annual commemoration of the Battle of Cuito Cuanavale on the 23rd of March of every financial year. To this end, the HKD had already executed the commemoration programmes on the hanged political prisoners, Matola Raid, and the Battle of Cuito Cuanavale in 2020-2021.

The programme on knowledge production and dissemination in the form of presentation of research papers at seminars, publication of opinion pieces, articles and books have been given an added impetus. The growth of the research outputs on Resistance and Liberation Heritage (RLH) positioned Freedom Park favourably as a leading symbol of national identity.

Freedom Park, in partnership with the University of South Africa (UNISA) and UNISA Press, has now successfully completed and published a book called *Social Memory as a Force for social and economic Transformation* – a volume of essays that reflects on political, social and economic gains and challenges in democratic South Africa. The book writing project is intended to generate revenue from the proceeds of the sale of the book.

In pursuance of oral history, the dialogues programme remained central throughout the period. The programme generates a wealth of audio-visual material on RLH to be accessed by the public in the PAA. It is from this material that documentaries are being developed to raise funds. The programme is also the basis upon which collections for the PAA are sourced through donations by various interviewees and their organisations.

The primary mandate of Freedom Park is to honour the heroes and heroines that contributed to the struggle for liberation. This is one of the primary focuses of the Knowledge Centre. Two critical elements contribute to the attainment of this strategic nodal point, viz, Wall of Names and the Gallery of Leaders.

Dialogues remain one of the strategic nodal points of the Knowledge Centre. Research papers and seminars/conferences that specifically focus on applied research are the fulcrum of the Knowledge Centre. Indigenous knowledge systems should be continuously upheld as a critical element of the Knowledge Centre.

//hpo interactive terminal articles are critical researched snapshots that continue to augment the Museum's narrative. While opinion pieces remain significant in continuously informing the public of events or issues of interest, these pieces should be written at the Researchers' discretion.

Research should become a small centre of excellence that is impactful to a far larger audience of people. The number of dialogues should be reduced (interviews can remain for individual research papers) and the focus should be placed on converting what we already have into tangible, useable documentaries, short films or booklets that can reap commercial value. Partnerships with institutions such as TUT, UP, etc. can ensure internships and practical learning experiences for say, film students, in which they reap practical benefits of assisting in compiling these documentaries and we can in turn reap commercial benefits from it.

Research papers and conferences should be at a high level, preferably international (not international travel as such) with a strong focus on strengthening the profile of the researcher as well as offering tangible policy recommendations that can inform former mandates and policies.

Gallery of Leaders should not remain a static exhibition but one in which we harness to enhance dialogue and debate around the question of leadership. Perhaps annual leadership seminars, in conjunction with other departments and institutions could go a long way. Focus should be placed on the original mandate in which we strengthen cultural and heritage aspects. For example, Research and Development (R&D) can host an annual heritage and

cultural event each September that showcases traditions and IKS practices in a fun and interactive manner. Opinion pieces are still very worthwhile but there must be political will from management to allow R&D to speak freely and in their own capacity on issues that affect SA such as state capture. We need to operate without fear or favour, and we need to collaborate with for example, Daily Maverick, to ensure publication of articles. Readership is small but top shelf, so it enhances the credibility of researchers as well. Seminars should emanate from fieldwork research and findings. Very useful for information sharing and exchange.

Our medium- to long-term goal is to complete the Gallery of Leaders, an indoor space paying tribute to extraordinary leaders who achieved great leaps in the struggle for freedom and humanity nationally, continentally and internationally. In fact, the compilation of names of our struggle heroes and heroines and their inscription on the Wall of Names and display in the Gallery of Leaders will be our key programme in the coming years.

SONA 2019 emphasised youth unemployment, and partnership with the private and business sector will be strengthened as well as exposure programmes for women and youth.

Over the medium term, the department will seek to explore partnerships with cluster departments, agencies and businesses in priority sectors to establish models and support systems to maximise the economic inclusion and empowerment of women, young people and people with disabilities.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Presidential Legacy Project with potential political influence, image and reputation- (Mandela as our patron in chief) • The entity has deep and valuable institutional knowledge. • The entity has a secure stream of revenue from DSAC and there is a strong relationship with DSAC in place. • Unique architectural structure with infusion of African features - State of the Art technology. • Freedom Park has diverse offering of collections and programmes. 	<ul style="list-style-type: none"> • Government fiscus is under strain. The current revenue stream is not guaranteed and may decline.

Opportunities	Threats
<ul style="list-style-type: none"> • The entity could successfully advocate for the centrality of the arts in the development of society and demonstrate the value it adds. • The National Arts Council (NAC) is in a unique position to create lasting transformation in the sector. • The NAC could lead the digital innovation of the cultural sector. • Potential to create partnerships execute the mandate through collaborations. 	<ul style="list-style-type: none"> • The economic depression and government's competing priorities may result in the reduction of the entity's budget thus limiting opportunities. • Weak knowledge and utilisation of digital systems.

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 National priority 1: 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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
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	N/A	N/A	70% of payments were made 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	100% valid supplier invoices paid within 30 working days from the date of receipt
	Ethical culture of accountability	Biennial ethics surveys conducted	N/A	N/A	N/A	1 ethics survey conducted	N/A	1 ethics survey conducted	N/A	N/A

Annual Targets											
Outcome	Outputs	Output Indicators	Audited/Actual Performance				Estimated Performance		MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		
			Sustainable diversified revenue streams	Fundraising revenue in cash and in-kind raised	Amount of fundraising revenue in cash and in-kind raised	N/A	No funds were raised	R 1 169 000.00 received from DSAC.	R4 Million fundraising revenue in cash and in-kind raised	R5 Million fundraising revenue in cash and in-kind raised	R5 Million fundraising revenue in cash and in-kind raised
Improve effectiveness and efficiencies in governance	Creation of initiatives that enhance job creation through procurement of goods and services	Number of job opportunities created through procurement of goods and services	N/A	N/A	No job opportunities were created.	5 job opportunities created	5 job opportunities created	5 job opportunities created	5 job opportunities created	5 job opportunities created	
	Unqualified Audit Outcomes	Unqualified audit opinion	N/A	Unqualified audit opinion	Unqualified audit report received.	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	
	Projects implemented from the ICT Strategy	Percentage of projects implemented from the ICT Strategy	N/A	N/A	Implemented 40% of ICT projects from the ICT Strategy.	30% ICT projects implemented from the ICT Strategy	30% ICT projects implemented from the ICT Strategy	30% ICT projects implemented from the ICT Strategy	Review of ICT Strategy and Governance Framework	Review of ICT Strategy and Governance Framework	

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Designated empowerment groups (youth, women and people with disability) through procurement	Percentage of procurement spend on youth, women and people with disability	N/A	N/A	Awarded 41% of procurement transactions to youth, women and people with disability.	40% of all procurement transactions awarded to youth, women and people with disability	42% 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	70% of all procurement transactions awarded to youth, women and people with disability
	Irregular expenditure eliminated	Percentage reduction of irregular expenditure	R989 762,91	R1 579 313,85	R1 192 874,00	60% reduction of existing irregular expenditure (based on previous years' audited baseline)	80% reduction of existing irregular expenditure (based on previous years' audited baseline)	90% reduction of existing irregular expenditure (based on previous years' audited baseline)	100% reduction of existing irregular expenditure (based on previous years' audited baseline)

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2022/23	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	R250 000 System enhancements – Document flow solution
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	5 job opportunities created	1 job opportunity created	2 job opportunities created	-	2 job opportunities created	
Unqualified audit opinion	Unqualified audit opinion	-	Unqualified audit opinion	-	-	
Percentage of projects implemented from the ICT Strategy	30% ICT projects implemented from the ICT Strategy	-	-	30% ICT projects implemented from the ICT Strategy	-	

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Percentage of procurement spend on youth, women and people with disability	42% of all procurement transactions awarded to youth, women and people with disability	10,5% of all procurement transactions awarded to youth, women and people with disability	10,5% of all procurement transactions awarded to youth, women and people with disability	10,5% of all procurement transactions awarded to youth, women and people with disability	10,5% of all procurement transactions awarded to youth, women and people with disability	
Percentage reduction of irregular expenditure	80% reduction of existing irregular expenditure (based on previous years' audited baseline)	-	-	-	80% reduction of existing irregular expenditure (based on previous years' audited baseline)	

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

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

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 2022/23 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 outputs 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: To execute core business programmes for the achievement of the key outcome of 'Redress, Inclusivity and Access' and the realisation of the impact of 'Social Cohesion'.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Redress, Inclusivity and Access	Cultural resources digitized for effective public interface	Number of cultural resources digitized	776 materials digitized	480 materials digitized	830 photographs of events and activities digitized.	1 500 cultural resources digitized	2 000 cultural resources digitized	2 500 cultural resources digitized	2 000 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	11 collections acquired	5 archival collections acquired	6 cultural resources acquired.	5 cultural resources acquired	7 cultural resources acquired	7 cultural resources acquired	7 cultural resources acquired

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited/Actual Performance		Estimated Performance	MTEF Period				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	Cultural resources processed according to heritage standards for access and collection knowledgebase	Number of cultural resources processed	1 123 materials processed	938 materials processed	Processed 1 000 cultural resources.	1 500 cultural resources processed	1 800 cultural resources processed	500 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	No books acquired	60 books acquired	58 books were donated to FP.	100 books acquired	150 books acquired	50 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	459 names inscribed	200 names inscribed on the Wall of Names	Inscribed 74 names on the Wall of Names.	200 names inscribed on the Wall of Names	300 names inscribed on the Wall of Names	100 names inscribed on the Wall of Names	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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	Temporary exhibitions developed / displayed in //hapo to enhance the permanent exhibition	Number of temporary exhibitions developed / displayed in //hapo	3 temporary exhibitions displayed	3 temporary exhibitions developed / displayed	2 temporary exhibitions displayed.	4 temporary exhibitions displayed	5 temporary exhibitions displayed	3 temporary exhibitions displayed	3 temporary exhibitions displayed	3 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	N/A	N/A	1 Day of Reflection on RLH conducted on 23 March 2021 (Commemoration of the Battle of Cuito Cuanavale).	1 Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	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 2025 (Commemoration of the Battle of Cuito Cuanavale).
	Commemorate on Heroes and Heroines (RLH)	Number of commemoration of heroes and heroines (RLH) programmes conducted	N/A	N/A	1 commemoration programme held at Queenstown, Eastern Cape on 31 March 2021.	1 Commemoration of heroes and heroines (RLH) programme (Botswana / Gaborone SADF Raid)	1 Commemoration of heroes and heroines (RLH) programme (SADF Raid in Maseru / Lesotho)	1 Commemoration of heroes and heroines (RLH) programme (Boipatong Massacre)	1 Commemoration of heroes and heroines (RLH) programme (Mamelodi Massacre)	1 Commemoration of heroes and heroines (RLH) programme (Mamelodi Massacre)

Outcome	Outputs	Output Indicators	Annual Targets								
			Audited/Actual Performance		Estimated Performance	MTEF Period					
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		
	Support materials for education programmes published that decolonize history, heritage and spirituality and complement RLH history curriculum	Number of education programmes' support materials published	N/A	N/A	Support materials for 4 education programmes published on FP website.	Support material for 1 education programme published	Support material for 1 education programme published	Support material for 1 education programme published	Support material for 1 education programme published	Support material for 1 education programme published	Support material for 1 education programme published
	Heritage education event conducted	Annual heritage education event conducted	N/A	N/A	N/A	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	1 heritage education event conducted
	Storytelling event conducted to promote, protect and preserve IKS	Annual storytelling event conducted	1 storytelling festival conducted	1 storytelling festival conducted	1 storytelling event conducted virtually during March 2021.	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	1 heritage education event conducted

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	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)	135 names were verified and validated	125 names verified and validated	245 names verified and validated.	200 names verified and validated	300 names verified and validated	100 names verified and validated	100 names verified and validated
	Research papers / articles completed that decolonize history, heritage and spirituality (RLH), and promote, protect and preserve IKS	Number of completed research papers / articles	7 research papers completed	5 research papers completed	6 research papers completed.	6 research papers / articles completed	8 research papers / articles completed	4 research papers / articles completed	4 research papers / articles completed

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited/Actual Performance		Estimated Performance	MTEF Period				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	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	3 conferences conducted	2 seminars / conferences / public lectures conducted	1 Commemoration of Heroes and Heroines Executions conference held in Queenstown on 31 March 2021.	2 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	8 dialogues conducted	6 dialogues conducted	4 dialogues conducted.	6 dialogues conducted	6 dialogues conducted	4 dialogues conducted	4 dialogues conducted	4 dialogues conducted
	Interfaith and strategic programmes conducted to foster reconciliation, social cohesion, nation building and peace	Number of Interfaith and strategic programmes conducted	2 Interfaith programmes conducted	2 Interfaith programmes conducted	1 interfaith programme conducted on 16 December 2020.	4 Interfaith and strategic programmes conducted	4 Interfaith and strategic programmes conducted	4 Interfaith and strategic programmes conducted	4 Interfaith and strategic programmes conducted	4 Interfaith and strategic programmes conducted

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Number of cultural resources digitized	2 000 cultural resources digitized	-	500 cultural resources digitized	700 cultural resources digitized	800 cultural resources digitized	
Number of cultural resources acquired	7 cultural resources acquired	1 cultural resource acquired	2 cultural resources acquired	2 cultural resources acquired	2 cultural resources acquired	
Number of cultural resources processed	1800 cultural resources processed	250 cultural resources processed	350 cultural resources processed	550 cultural resources processed	650 cultural resources processed	
Number of books acquired	150 books acquired	-	70 books acquired	80 books acquired	-	
Number of names of heroes and heroines inscribed on the Wall of Names	300 names inscribed on the Wall of Names	-	-	100 names inscribed on the Wall of Names	200 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 2023 (Commemoration of the Battle of Cuito Cuanavale)	-	-	-	1 Day of Reflection on RLH conducted on 23 March 2023 (Commemoration of the Battle of Cuito Cuanavale)	
Number of commemoration of heroes and heroines (RLH) programmes conducted	1 Commemoration of heroes and heroines (RLH) programme (SADF Raid in Maseru / Lesotho)	-	-	1 Commemoration of heroes and heroines (RLH) programme (SADF Raid in Maseru / Lesotho)	-	

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Number of education programmes' support materials published	Support material for 1 education programme published		Support material for 1 education programme published			
Annual heritage education event conducted	1 heritage education event conducted			1 heritage education event conducted		
Annual storytelling event conducted	1 storytelling event conducted				1 storytelling event conducted	
Number of names of heroes and heroines verified and validated by the Names Verification Committee (NVC)	300 names verified and validated			100 names verified and validated	200 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	6 dialogues conducted		2 dialogues conducted	2 dialogues conducted	2 dialogues conducted	

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Number of Interfaith and strategic programmes conducted	4 Interfaith and strategic programmes conducted		1 Interfaith and strategic programme conducted	2 Interfaith and strategic programmes conducted	1 Interfaith and strategic programme conducted	

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

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

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

freedom and humanity, with a view to foster reconciliation, social cohesion and nation building'. Our HK heritage resource, educational and research programmes target the previously disadvantaged women, youth and people with disabilities as part of the fulfilment of the departmental outcome of 'Redress, Inclusivity and Access'.

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

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

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

Likewise, the Research & Development Unit's outcome indicators address the HK departmental outcome of 'Redress, Inclusivity and Access'. The outcome indicator on research undertakings on the heroes and heroines of the struggles for freedom and humanity and the holding of

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

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

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

entity's mandate to incorporate and manage the Samora Machel Monument (in Mbuzini, Mpumalanga) and the Matola Monument & Interpretive Centre (Mozambique).

Programme 3: Public Engagement

Purpose: To communicate, market, reach out and build 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			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Increased demand and consumption of product and services	Increase registered visitors	Number of registered feet-through the gate	90 844	47 312 guests and visitors registered	4 513 visitors registered.	Register 60 000 visitors	10 000 registered feet-through the gate	10 000 registered feet-through the gate	15 000 registered feet-through the gate
			N/A	N/A	N/A	N/A	10 000 digital platforms visitors' engagement	15 000 digital platforms visitors' engagement	20 000 digital platforms visitors' engagement
Positioned and Profiled Freedom Park as a Historical and Heritage destination	Positioning and profiling activities conducted	Number of positioning and profiling activities conducted	8 public relations and marketing programmes implemented	9 public relations and marketing programmes implemented	4 positioning and profiling activities conducted.	4 positioning and profiling activities conducted	4 positioning and profiling activities conducted	4 positioning and profiling activities conducted	4 positioning and profiling activities conducted
			N/A	N/A	N/A	N/A	10 000 digital platforms visitors' engagement	15 000 digital platforms visitors' engagement	20 000 digital platforms visitors' engagement

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			Partnerships with local, continental and international stakeholders	Number of activated partnerships	8 outreach programmes conducted	5 outreach programmes conducted	4 MOUs signed and activated	4 MOUs signed and activated	4 partnerships activated

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Number of registered foot-through the gate	10 000 registered foot-through the gate	2 000 foot-through the gate	3 500 foot-through the gate	3 000 foot-through the gate	1 500 foot-through the gate	
Number of digital platforms visitors' engagement	10 000 digital platforms visitors' engagement	2 000 digital visitors	2 000 digital visitors	3 000 digital visitors	3 000 digital visitors	
Number of positioning and profiling activities conducted	4 positioning and profiling activities conducted	1 positioning and profiling activity conducted	1 positioning and profiling activity conducted	1 positioning and profiling activity conducted	1 positioning and profiling activity conducted	

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4	Goods and Services Budget (R)
Number of activated partnerships	4 partnerships activated	1 partnership activated	1 partnership activated	1 partnership activated	1 partnership activated	

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

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

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

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

The programme has in the previous year introduced public awareness campaigns through establishments of signature events that has attracted various target markets to visit Freedom Park and utilise its products and services. These events are in the form of public lectures, music concerts assisted by massive social media and other marketing campaigns such as production and filming of documentaries from the heritage and knowledge material existing at Freedom Park. Outreach initiatives will include online debates to accommodate the digitally advanced target market, school debates to compliment school tours and youth and community engagements on issues of social cohesion, nation building and reconciliation. Several ambassadorial initiatives to engage young patriots in instilling the pride of the national identity will be established in collaboration with the Departments of Sports, Arts and Culture and Basic Education. Media ambassadorial programme will target the already established media and communication forums to assist in marketing Freedom Park.

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

The product consumption and engagement with various Park services has changed and is developing new consumption trends due to the Covid-19 pandemic. Visitors are turning into digital platforms usage such as our virtual tour. The registered visitors number trend has shown such a decline from the previous years as shown by performance figures, due to the pandemic heavy lockdowns. We also anticipate a slow recovery movement of tourists as various local and international countries are still under the pandemic travel protocols, which limits the movement of people. We are also starting the digital platforms engagement numbers low than the previous level, as the statistics shows that due to heavy lockdown which led to lack of activities taking place, that would keep our numbers engaged, we lost a bigger share of our platform engagement.

7. Programme Resource Considerations

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

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Rand thousand	Audited Outcome	Audited Outcome	Audited Outcome	Approved budget	Revised budget estimate	Planning Budget Estimate	Planning Budget Estimate
Objective/Activity							
Administration	86 625	88 389	532 679	74 459	108 803	68 028	70 809
Business development	19 543	20 953	19 126	22 445	22 880	23 015	24 049
Public engagement	14 521	13 944	14 225	15 910	15 708	15 828	16 539
Samora Machel and Matola Museums			0	0	1 300	1 300	1 501
Total	120 689	123 286	566 030	112 814	148 691	108 171	112 898
Economic classification							
Current payments	120 689	123 286	566 030	112 814	148 691	108 171	112 898
Compensation of employees	61 446	63 354	61 382	61 052	61 052	60 552	63 271
Salaries and wages	61 446	63 354	61 382	61 052	61 052	60 552	63 271
Social contributions	-	-	0	0	0	0	0
Goods and services	35 741	34 399	292 805	51 762	87 639	47 619	49 628
Of which							
Audit costs: External	3 270	5 436	1 713	3 270	2 421	2 529	2 643
Communication (G&S)	1 015	723	615,46743	797	931	972	1016
Computer services	2 125	2 437	2 344	3 031	3 929	4 104	4 288
Consultants: Business and advisory services	4 917	1 448	891	2 092	2 988	876	979
Legal services (G&S)	1 041	277	1 368	723	1411	1473	1539

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Audited Outcome	Audited Outcome	Audited Outcome	Approved budget	Revised budget estimate	Planning Budget Estimate	Planning Budget Estimate
Science and technological services	-	-	0	0	0	0	0
Contractors	1 678	3 053	2 306	11 933	7 909	4 157	4 343
Maintenance and repairs of other fixed structures	1 678	3 053	2 301	11 933	7 909	4 157	4 343
Agency and support/outsourced services	11 667	10 166	7 508	8 239	8 420	8 527	8 910
Operating leases	270	436	263622,65	339	574	643	720
Travel and subsistence	90	99	33,37023	428	239	249	261
Training and development	67	-	9,982	750	750	750	784
Operating payments	9 601	10 324	12 390	20 160	58 067	23 339	24 145
Depreciation	22 115	24 336	20 844	-	-	-	-
Losses from	1 387	1 197	190 999	-	-	-	-
Sale of fixed assets	5	479	1 895	-	-	-	-
Impairments and Adjustments to Fair Value	-	718	189 100	-	-	-	-
Adjustments to Fair value of financial assets	-	718	189 100	-	-	-	-
Impairments to non-financial assets	-	-	-	-	-	-	-
Other	1 382	-	5	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Total Expenditure	120 689	123 286	566 030	112 814	148 691	108 171	112 898

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 Arts and Culture; the grant is expected to grow by 4% over the MTEF.

The remainder revenue will be earned through entrance fees, donor assistance, sponsorships, rental income and interest on investments with the average annual decrease of 10%. The main expenditure will be the maintenance of the infrastructure and the compensation of employees both with annual growth of 2.5% over the MTEF

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.

Administration	Audited Outcomes					Estimated Expenditure	MTEF Expenditure Estimates				
	2018/19	2019/20	2020/21	2021/22	2022/23		2023/24	2024/25			
Economic classification:											
Compensation of employees	29 395	31 918	31 612	28 215	27 715	28 215	27 715	28 959			
Goods and services	57 230	321 889	501 067	46 244	40 313	80 588	40 313	41 850			
Total expenses	86 625	353 808	532 679	74 459	68 028	108 803	68 028	70 809			
Staff complement (no.)	53	56	56	55	55	55	55	55			
Business development	Audited Outcomes					MTEF Expenditure Estimates					
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25				
Economic classification:											
Compensation of employees	18 566	18 333	17 676	19 842	19 842	19 842	20 733				
Goods and services	977	1 369	1 450	2 603	3 038	3 173	3 316				
Total expenses	19 543	19 702	19 126	22 445	22 880	23 015	24 049				
Staff complement (no.)	26	26	23	20	23	23	23				
Public engagement	Audited Outcomes					MTEF Expenditure Estimates					
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25				
Economic classification:											

Compensation of employees	13 485	12 011	12 094	12 995	12 995	12 995	13 578
Goods and services	1 036	1 198	2 131	2 915	2 713	2 833	2 961
Total expenses	14 521	13 209	14 225	15 910	15 708	15 828	16 539
Staff complement (no.)	19	18	18	18	18	18	18

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.
Increased demand and consumption of product and services	Failure to achieve targeted number of visitors	Loss of revenue.	Lockdown regulations.	Implementation of online payment. Implementation of 7 commemorative days.
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.	Solicit donations from interviewees and the public Procure digitization service in piecemeal.
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. Impact of Covid-19. 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.	Execution of five commemorative programmes. Commemorate ten national and continental days. Name Inscriptions on the Wall of Names.

Outcome	Key Risk	Consequences	Assumptions	Risk Mitigation
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 cases and grievances. Low morale of staff. Audit findings. Collapse in ethical culture.	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. Workshop policies to staff. Declaration of interest. Consequence management.
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.	Feasibility study for the merge of Matola Raid Monument and Samora Machel Memorial. Implementation of the nursery. Licensing the heritage content through TV.
Sustainable diversified revenue streams	Funders are not willing to fund Heritage programmes	Going concern. Non-delivery of core programmes.	Budget cuts. Unfundable project. Regulatory environment. Lack of patriotism. Lack of maximum usage of our facilities.	Friend of freedom Park Initiative. Selling of documentary productions. Fundraising Gala Dinners.

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.	Functional Name Verification Committee and CDC. 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	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. Covid-19 pandemic.	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	Job positions vacant for relatively long duration	Organisation strategic goals may not be consistently met. Staff grievances. By-pass Delegation of Authority	Implementation of the organisation realignment in abeyance pending Council approval. Submission to Council to fill vacant positions.	Implement approved organizational structure
Improve effectiveness and efficiencies in governance	Liberation Museum - Risk accepted	Direct competition. Loss of critical employees.	Feasibility study concluded the gap in content provision.	Risk accepted
Redress, Inclusivity and Access	Poor management of the institution's knowledge and information	Loss of revenue. Reputation is dented.	Ageing technology. Inadequate maintenance. Unavailability of information.	Develop and upload content on CMS, FP website and social media platforms. Develop and provide content for VVR.

Outcome	Key Risk	Consequences	Assumptions	Risk Mitigation
Improve effectiveness and efficiencies in governance	Projects not qualifying to accelerate job opportunities	Poverty. No skills development.	Budget cuts. Environmental economic change.	Quarterly reporting on projects created jobs.

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.	<p>Improve governance on the implementation of policies</p> <p>Sustainable diversified revenue streams</p> <p>Improve effectiveness and efficiencies in governance</p> <p>Redress, Inclusivity and Access</p>	<p>29 798</p> <p>44 496</p> <p>22 445</p>

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R)
		Increased demand and consumption of product and services	15 910

10. Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total estimated cost	Current year expenditure 2020/21
1.	Gallery of Leaders	Business Development	Transform temporary exhibition to permanent exhibition.	Transform current temporary exhibition to permanent one	May 2020	June 2021	R17 000 000 (Deferred income)	R306 233
2.	Re-gravelling Perimeter road	Administration	Repairs and re-gravelling of perimeter fence surface	Access for security patrol	October 2021	February 2022	R750 000 (Deferred income)	R0

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total estimated cost	Current year expenditure 2020/21
3.	Standby Generator and Electricity infrastructure upgrade	Administration	Installation of a new backup generator and electrical upgrade	Backup electricity supply during load shading to avoid downtime	October 2021	February 2022	R5 000 000 (Deferred income)	R0
4.	Light fittings Replacement	Administration	Replacement of all nonfunctional light fittings in the park	Preventative maintenance	March 2020	May 2021	R450 000 (Deferred income)	R428 113
5.	Immediate Replacement and Maintenance	Administration	Replacement and maintenance as stated on the	Preventative maintenance	March 2020	September 2021	R3 200 000 (Deferred income)	R564 798
6.	Repair of the Heat Ventilation and air conditioning systems	Administration	Repair of the Heat Ventilation and air conditioning systems	Improved ventilation to the building	April 2022	September 2022	R2 070 000 (Deferred income)	R0
7.	Names Inscription	Business Development	Inscribing verified names of heroes and heroines of the struggles for freedom and humanity on the Wall of Names	Honouring heroes and heroines	01 April 2021	28 February 2022	R200 000	R0

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

11. Public Private Partnerships

PPP	Purpose	Outputs	Current value of Agreement	End-date of Agreement
Dandozest Restaurant	To source specialised skills to operate restaurant facilities and to enable Freedom Park to focus on its core activity.	<ul style="list-style-type: none"> • Improved efficiencies. • Quality service delivery. • Revenue generation. • BEE Compliance and job creation. 	7.5% of total revenue collected	30 April 2026

Part D: Technical Indicator Descriptions (TIDs)

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

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

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

Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	R5 Million fundraising revenue in cash and in-kind raised
Indicator Responsibility	Chief Financial Officer

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

Indicator Title	Unqualified audit opinion
Definition	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.
Source of data	Annual Financial statements and Annual Performance Report
Method of calculation/ assessment	Simple Count
Means of verification	Auditor's Report
Assumptions	Factors that are accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually - 2 nd Quarter
Desired Performance	Unqualified audit opinion or clean audit opinion with no matters
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of projects implemented from the ICT Strategy
Definition	Review prioritised business processes to improve business efficiency and information management through governance of business processes
Source of data	Business Process Review System
Method of calculation/ assessment	Absolute number automated and approved by MANCO
Means of verification	The portfolio of evidence required to verify the validity of data
Assumptions	Factors that are accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	30% ICT projects implemented from the ICT Strategy
Indicator Responsibility	ICT Manager

Indicator Title	Percentage of procurement spend on youth, women and people with disability
Definition	Total amount spend by Freedom park on goods and services procured from youth, women and people with disability
Source of data	Central Supplier Database, BBBEE certificate or Company Registration
Method of calculation/ assessment	Percentage measure
Means of verification	Purchase orders and appointment letters
Assumptions	Procurement of goods and services prioritises to previously disadvantaged groups
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A
Spatial Transformation (where applicable)	Gauteng
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	42% 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	Payment of invoices
Method of calculation/ assessment	Percentage measure
Means of verification	Invoices
Assumptions	All invoices verified prior to payment
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A

Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	80% reduction of existing irregular expenditure (based on previous years' audited baseline)
Indicator Responsibility	Financial Manager

Indicator Title	Number of cultural resources digitized
Definition	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.
Source of data	Digitization strategy document
Method of calculation/ assessment	Simple count of digitized cultural resources
Means of verification	A list with number of digitized resources and actual resources in digital format.
Assumptions	Archivists do have technical knowledge of digitization
Disaggregation of Beneficiaries (where applicable)	General Public (Women, youth and people with disabilities included)
Spatial Transformation (where applicable)	Digitized cultural resources are made accessible to a variety of publics including women, youth and people with disabilities for research and educational purpose.
Calculation Type	Cumulative (year- end)
Reporting Cycle	Quarterly – 2 nd 3 rd and 4 th Quarters
Desired Performance	2 000 digitized cultural resources
Indicator Responsibility	Archivists, Film & Video Editor, Chief Curator

Indicator Title	Number of cultural resources acquired
Definition	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.
Source of data	Pan African Archives Concept document
Method of calculation/ assessment	Simple count of cultural resources acquired
Means of verification	Actual acquired cultural resources or photographs thereof
Assumptions	Availability of donors of cultural resources related to the 7 epochs.
Disaggregation of Beneficiaries (where applicable)	General Public inclusive of women, youth and people with disabilities.
Spatial Transformation (where applicable)	Acquired cultural resources are made accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	7 cultural resources acquired
Indicator Responsibility	Archivists, Chief Curator

Indicator Title	Number of cultural resources processed
Definition	Freedom Park Archivist process (accession and load on Vernon database) acquired cultural resources (manuscripts, photographs, maps, posters, artefacts, audio-visuals, etc.) according to archival standards
Source of data	Cataloguing Manual
Method of calculation/ assessment	Simple count of processed cultural resources
Means of verification	Accession print out from Vernon Database
Assumptions	Donors of cultural resources relevant to //hapo 7 epochs are available.
Disaggregation of Beneficiaries (where applicable)	General Public inclusive of women, youth and people with disabilities
Spatial Transformation (where applicable)	Processed cultural materials are made accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	1 800 cultural resources processed
Indicator Responsibility	Archivists, Chief Curator.

Indicator Title	Number of books acquired
Definition	Freedom Park Librarians purchase books relevant to //hapo storyline for authenticating the story
Source of data	//hapo storyline
Method of calculation/ assessment	Simple count of purchased books
Means of verification	Actual books purchased
Assumptions	Books relevant to //hapo storyline are available. Funds for purchasing books are available.
Disaggregation of Beneficiaries (where applicable)	General Public inclusive of women, youth and people with disabilities are end users
Spatial Transformation (where applicable)	Purchased books are made accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-annually – 2 nd and 3 rd Quarter
Desired Performance	150 books acquired
Indicator Responsibility	Librarians, Chief Curator

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

Spatial Transformation (where applicable)	Inscribed names are accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-annually – 3 rd and 4 th Quarter
Desired Performance	300 names inscribed on the Wall of Names
Indicator Responsibility	Chief Curator.

Indicator Title	Number of temporary exhibitions developed / displayed in //hapo
Definition	Exhibition Developer and Curator identify themes, develop; install new temporary exhibition or a ready-made exhibition relevant to //hapo storyline from relevant partners.
Source of data	//hapo storyline; exhibition concept
Method of calculation/ assessment	Simple count of installed temporary exhibition.
Means of verification	Installed temporary exhibition.
Assumptions	Funds are available for fabrication of new exhibition Relevant proposals from partners will be submitted.
Disaggregation of Beneficiaries (where applicable)	General public inclusive of women, youth and people with disabilities are the target audience
Spatial Transformation (where applicable)	Temporary exhibitions are accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose
Calculation Type	Cumulative (year-end).
Reporting Cycle	Quarterly – 2 nd , 3 rd and 4 th Quarters
Desired Performance	5 temporary exhibitions displayed
Indicator Responsibility	Exhibition Developer, Curator, Chief Curator

Indicator Title	Annual Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted
Definition	Annual event to observe and memorialise the Resistance and Liberation Heritage
Source of data	Concept document; Programme
Method of calculation/ assessment	Simple count of days of reflection on RLH
Means of verification	Approved Project Plan; Programme; Invitations; Photographs
Assumptions	Development of a concept document as a guideline The event on RLH depends on budget availability
Disaggregation of Beneficiaries (where applicable)	Ensure that the Day of Reflection on RLH involve women, youth and people with disabilities and those from the Southern African Development Community (SADC) region
Spatial Transformation (where applicable)	The event to commemorate and reflect on RLH will be attended by a variety of communities including experts from various disciplines, institutions, women, youth, and people with disabilities and people from SADC region.
Calculation Type	Non-cumulative
Reporting Cycle	Annually - 4 th Quarter
Desired Performance	1 Day of Reflection on RLH conducted on 23 March 2023 (Commemoration of the Battle of Cuito Cuanavale).
Indicator Responsibility	Heritage Resource and Research Manager

Indicator Title	Number of commemoration of heroes and heroines (RLH) programmes conducted
Definition	Annual event to commemorate those activists who were executed or hanged (RLH)
Source of data	Concept document; Programme
Method of calculation/ assessment	Simple count of commemoration days
Means of verification	Approved Project Plan; Programme; Invitations; photographs
Assumptions	Development of a concept document as a guideline The event on depends on budget availability
Disaggregation of Beneficiaries (where applicable)	Ensure that the commemoration of the executed / hanged heroes and heroines involve family members, women, youth and people with disabilities.
Spatial Transformation (where applicable)	The commemorative event will be attended by a variety of people including, family members, and experts from various disciplines, institutions, women, youth, and people with disabilities.
Calculation Type	Non-cumulative
Reporting Cycle	Annually – 3 rd Quarter
Desired Performance	1 Commemoration of Heroes and Heroines (RLH) programme (SADF Raid in Maseru, Lesotho)
Indicator Responsibility	Research Manager

Indicator Title	Number of education programmes' support materials published
Short definition	Publication of educational programmes' support materials that support formal, informal and non-formal education to various audiences
Source of data	Education Policy
Method of calculation / Assessment	Simple count
Means of verification	Actual publication of support materials
Assumptions	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.
Disaggregation of Beneficiaries (where applicable)	Target for Women: 1 education programme item published focusing on women Target for Youth: 1 education programmes publication item focusing on youth Target for People with Disabilities: 1 education programme publication item focusing on people with disabilities.
Spatial Transformation (where applicable)	Education Programmes publication to be made accessible to a variety of publics including women, youth and people with disabilities. Education Programmes publication be accessible in a variety of formats including online publication and email sharing.
Calculation type	Non-Cumulative
Reporting cycle	Annually – 2 nd Quarter
Desired performance	Support material for 1 education programme published
Indicator responsibility	Education Officers, Education Manager

Indicator Title	Annual heritage education event conducted
Short definition	Annual heritage education event that ensures Redress, Inclusivity and Access to Indigenous Knowledge Systems, Heritage Education theory and methodology.
Source of data	Concept document
Method of calculation / Assessment	Simple count
Means of verification	Approved Project Plan; Programme; Invitations; Photographs
Assumptions	Development of a concept document and project plan as guidelines The heritage education event depends on budget availability
Disaggregation of Beneficiaries (where applicable)	Event will be attended by a variety of publics including women, youth, people with disabilities and experts from various disciplines and institutions
Spatial Transformation (where applicable)	The event will be attended by a variety of publics including woman, youth and people with disabilities for research and educational purpose
Calculation Type	Non-cumulative
Reporting cycle	Annually – 3 rd Quarter
Desired performance	1 heritage education event conducted
Indicator responsibility	Education Officers; Education Manager

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

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

Assumptions	Availability of sources from which to gather names. Submission by the public / organisations. Availability of funds (budget) to carry out research and verification processes.
Disaggregation of Beneficiaries (where applicable)	Names researched, collected, verified and validated include those of women, youth and people with disabilities.
Spatial Transformation (where applicable)	Transformation of the Wall of Names on which names are inscribed. Improvement of the Gallery of Leaders in which names of extra-ordinary leaders are exhibited.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-Annually – 3 rd and 4 th Quarters
Desired Performance	300 names verified and validated
Indicator Responsibility	Researchers, Research Manager, Names Verification Committee.

Indicator Title	Number of completed research papers / articles
Definition	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.
Source of data	Research Policy
Method of calculation/ assessment	Simple count of research papers / articles
Means of verification	Completed research papers / articles
Assumptions	Availability of sources for required information and budget to undertake research.
Disaggregation of Beneficiaries (where applicable)	Research community and public, inclusive of women and youth.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly – 2 nd 3 rd and 4 th Quarters
Desired Performance	8 research papers / articles completed
Indicator Responsibility	Researchers, Research Manager

Indicator Title	Number of seminars / conferences / public lectures conducted
Definition	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).
Source of data	Research Policy
Method of calculation/ assessment	Simple count of seminars / conferences / public lectures.
Means of verification	Concept documents; Invitations; Programmes; Photographes
Assumptions	Availability of funds with which to organize seminars / conferences / public lectures. Mobilization of the audience / participants.
Disaggregation of Beneficiaries (where applicable)	General public; learners; students; youth, academics; women; heritage practitioners; etc.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-annually – 2 nd and 3 rd Quarter
Desired Performance	2 seminars / conferences / public lectures conducted
Indicator Responsibility	Research Manager

Indicator Title	Number of dialogues conducted
Definition	Conducting dialogues (oral histories) with a view to emancipate the previously suppressed African voice to ensure redress, inclusivity and redress.
Source of data	Dialogue concept document
Method of calculation/ assessment	Simple count of dialogues
Means of verification	Transcripts or summaries
Assumptions	Availability of interviewees and budget
Disaggregation of Beneficiaries (where applicable)	Interviewees and participants in the events, including women, youth and people with disabilities.
Spatial Transformation (where applicable)	National, continental and international interviewees
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly – 2 nd , 3 rd and 4 th Quarters
Desired Performance	6 dialogues conducted
Indicator Responsibility	Researchers, Archivists, Research Manager.

Indicator Title	Number of Interfaith and strategic programmes conducted
Definition	Conducting Interfaith programmes with a view to foster reconciliation, social cohesion, nation building and peace co-existence, as well as to promote IKS.
Source of data	Interfaith concept document
Method of calculation/ assessment	Simple count of interfaith programmes
Means of verification	Attendance registers
Assumptions	Availability of members of faith-based organizations, participants and budget.
Disaggregation of Beneficiaries (where applicable)	Faith-based participants and general public, inclusive of women, youth and people with disabilities.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly – 2 nd , 3 rd and 4 th Quarters
Desired Performance	4 Interfaith and strategic programmes conducted
Indicator Responsibility	Researchers; Research Manager

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

Reporting Cycle	Quarterly
Desired Performance	10 000 registered feet through the gate
Indicator Responsibility	Guest Relations Officer

Indicator Title	Number of digital platforms visitors' engagement
Definition	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.
Source of data	Google analytics reports
Method of calculation/ assessment	Count of digital platforms visitors' engagement
Means of verification	Google analytics reports
Assumptions	Positioning programmes will attract visitors to the Freedom Park
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Schools and learners • Institutions of higher learning and students • General public
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	10 000 digital platforms visitors' engagement
Indicator Responsibility	Guest Relations Officer

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

Indicator Title	Number of activated partnerships
Definition	To foster strategic relations with partners to collaborate on common programmes of social cohesion, nation building and reconciliation
Source of data	Activated partnerships
Method of calculation/ assessment	The number of collaborations conducted per annum
Means of verification	Activated programmes with partners

Assumptions	Partnerships planned will be implemented on time and attract right partners to collaborate on common programmes of social cohesion, nation building and reconciliation
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4 partnerships activated
Indicator Responsibility	Events Coordinators

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

9.2 Measuring Outcomes

Programme 1

Priority 1: Capable, ethical and developmental State

Outcome	Outcome Indicator	Revised Outcome Indicator	Five-year Target 2020/25	Reasons
Sustainable diversified revenue streams	Amount of revenue in cash and in-kind raised	Fundraising revenue in cash and in-kind raised	R20 Million fundraising revenue in cash and in-kind raised by 2024/25	Alignment of Indicator name with the five-year target.
Improve governance on the implementation of policies	Promote ethical culture of accountability	Ethical culture of accountability	N/A	Removing action words. The Outputs (Outcome Indicators in the Strategic Plan) is an end-product.
Improve effectiveness and efficiencies in governance	Audit Outcomes	Unqualified Audit Outcomes	N/A	Removing action words. The Outputs (Outcome Indicators in the Strategic Plan) is an end-product.
Improve effectiveness and efficiencies in governance	Procurement spend on youth, women and people with disability	Designated groups empowerment (youth, women and people with disabilities) through procurement	N/A	Removing action words. The Outputs (Outcome Indicators in the Strategic Plan) is an end-product.
Improve effectiveness and efficiencies in governance	Number of projects implemented from the ICT Strategy	Projects implemented from the ICT Strategy	100% of ICT projects implemented from the ICT Strategy	Alignment of the unit of measure with the five-year target.

Outcome	Outcome Indicator	Revised Outcome Indicator	Five-year Target 2020/25	Reasons
Improve effectiveness and efficiencies in governance	Irregular expenditure reduced	Irregular expenditure eliminated	Reduction of irregular expenditure to 0% by 2024/2025	Alignment of Indicator name with the five-year target.

Programme 2

Priority 6: Social cohesion and safe communities

Outcome	Outcome Indicator	Revised Outcome Indicator	Five-year Target 2020/25	Reasons
Redress, Inclusivity and Access	Commemorate and reflect on the Resistance and Liberation Heritage (RLH)	Commemoration and Reflection on the Resistance and Liberation Heritage (RLH)	5 Annual Days of commemoration and reflection on the Resistance and Liberation Heritage (RLH) conducted	Removing action words. The Outputs (Outcome Indicators in the Strategic Plan) is an end-product.

Programme 3

Priority 6: Social cohesion and safe communities

Outcome: Increased demand and consumption of product and services

Reasons for changes:

The product consumption and engagement with various Park services has changed and is developing new consumption trends due to the Covid-19 pandemic. Visitors are turning into digital platforms usage such as our virtual tour. The registered visitors number trend has shown such a decline from the previous years as shown by performance figures, due to the pandemic heavy lockdowns. We also anticipate a slow recovery movement of tourists as various local and international countries are still under the pandemic travel protocols, which limits the movement of people. We are also starting the digital platforms engagement numbers lower than the previous level, as the statistics shows that due to heavy lockdown which led to lack of activities taking place, that would keep our numbers engaged, we lost a bigger share of our platform engagement.

Outcome Indicator	Revised Outcome Indicator	Five-year Target 2020/25	Revised Five-year Target 2020/25	Reasons
Number of visitors visiting the Freedom Park	Increase registered visitors	405 000 visitors registered New target	105 000 visitors registered 45 000 digital platforms visitors' engagement N/A	As stated above.
Positioning and Profiling Freedom Park as a Historical and Heritage destination	Positioned and Profiled Freedom Park as a Historical and Heritage destination	20 positioning and profiling activities		Removing action words. The Outputs (Outcome Indicators in the Strategic Plan) is an end-product.
Signed MOUs/ agreements and activated programmes	Activate partnerships	20 MOUs signed and activated	20 partnerships activated	As stated above.

Annexure B: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget (R thousand)	Period of Grant
None				

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	(Biennial 2021/22 and 2023/24)	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
	Number of job opportunities created through procurement of goods and services	5 job opportunities created	Confirmation letters from service providers
	Unqualified audit opinion	Unqualified audit opinion	Annual Financial statements and Annual Performance Report
	Percentage of projects implemented from the ICT Strategy	30% ICT projects implemented from the ICT Strategy	Business Process Review System
	Percentage of procurement spend on youth, women and people with disability	42% 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	80% reduction of existing irregular expenditure (based on previous years' audited baseline)	Payment of invoices
	Number of cultural resources digitized	2 000 cultural resources digitized	Digitization strategy document

Institution	Output Indicator	Annual Target	Data Source
	Number of cultural resources acquired	7 cultural resources acquired	Pan African Archives concept document
	Number of cultural resources processed	1 800 cultural resources processed	Cataloguing Manual
	Number of books acquired	150 books acquired	//hapo storyline
	Number of names of heroes and heroines inscribed on the Wall of Names	300 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
	Annual Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	1 Day of Reflection on RLH conducted on 23 March 2023 (Commemoration of the Battle of Cuito Cuanavale)	Concept document Programme
	Number of commemoration of heroes and heroines (RLH) programmes conducted	1 Commemoration of heroes and heroines (RLH) programme (SADF raid in Maseru / Lesotho)	Concept document Programme
	Number of education programmes' support materials published	Support material for 1 education programme published	Education Policy
	Annual heritage education event conducted	1 heritage education event conducted	Concept document
	Annual storytelling event conducted	1 storytelling event conducted	Education Policy Concept document
	Number of names of heroes and heroines verified and validated by the Names Verification Committee (NVC)	300 names verified and validated	Criteria document for names collection and verifications; Terms of reference for names verification
	Number of completed research papers / articles	8 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	6 dialogues conducted	Dialogue Concept document
	Number of interfaith and strategic programmes conducted	4 Interfaith and strategic programmes conducted	Interfaith Concept document

Institution	Output Indicator	Annual Target	Data Source
	Number of registered feet-through the gate	10 000 registered feet-through the gate	CRM reports on registered visitors or guests visiting Freedom Park
	Number of digital platforms visitors' engagement	10 000 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.

General Basis used in accounting profession	Acceptable Percentage Range	FP Applicability
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 256 388; being 0.25% of gross budgeted expenditure (R 102 555 500) for all transactions reflected in the statement of financial performance.

The Park assesses the level of a material loss as being R1 101 558 ; being 0.25% of the carrying value of the 2020/21 non-current assets (R 440 623 493) 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 executive authority responsible for that public entity or the legislature to which the public entity is accountable, all material facts, including those reasonably discoverable, which in any way influence the decisions or actions of the executive authority or that legislature.</p>		
<u>Further/Specific Requirement (PFMA section 5a))</u>	<u>FP Response: Quantitative</u>	<u>FP Response: Qualitative</u>
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"> 1. Any item or event of which specific disclosure is required by law 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.

FP Response to Annual Report and Financial Statements Requirement

<p><u>General/Principal Requirement (PFMA section 55)</u></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>

<u>Further/Specific Requirement (PFMA section 55 (a))</u>	<u>FP Response: Quantitative</u>	<u>FP Response: Qualitative</u>
<p>(b) include particulars of:</p> <p>(i) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that</p>	<ol style="list-style-type: none"> 1. Losses through criminal conduct: Any loss identified. 	<p>All identified losses through criminal conduct, unauthorised, fruitless and wasteful expenditure</p>

<u>Further/Specific Requirement</u> <u>(PFMA section 55 (a))</u>	<u>FP Response:</u> <u>Quantitative</u>	<u>FP Response: Qualitative</u>
<p>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

General/Principal Requirement (PFMA section 54)

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

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



an agency of the
Department of Arts and Culture

FREEDOM PARK

COUNCIL CHARTER AND CODE OF CONDUCT

CHAIRPERSON OF COUNCIL

Approved by Council	
Replaced	

1. INTRODUCTION

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

2. APPLICABLE LEGISLATION

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

3. DEFINITIONS

In this Charter, unless the context indicates otherwise-

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

4. PURPOSE OF THE COUNCIL CHARTER

This Council Charter sets out-

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

5. APPOINTMENT, COMPOSITION AND REMUNERATION

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

6. TERM OF OFFICE

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

7. VACANCIES

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

8. FUNCTIONS OF COUNCIL

The functions of Council are-

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

9. FIDUCIARY RESPONSIBILITIES OF COUNCIL

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

- e. A Member of Council must—
 - i. disclose to the accounting authority any direct or indirect personal or private business interest that that member or any spouse, partner or close family member may have in any matter before the accounting authority; and
 - ii. withdraw from the proceedings of the accounting authority when that matter is considered unless the accounting authority decides that the member's direct or indirect interest in the matter is trivial or irrelevant.

10. GENERAL RESPONSIBILITIES OF COUNCIL

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

11. INFORMATION TO BE SUBMITTED BY COUNCIL

- a. Council must submit to National Treasury, or the Auditor-General such information, returns, documents, explanations and motivations as may be prescribed or as the treasury or the Auditor-General may require.

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

12. THE ROLE AND ACCOUNTABILITY OF COUNCIL

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

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

- ii. enhance and promote the rights and participation of communities they serve.

13. COUNCIL PROCEDURES

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

13.1 Council shall, during the cycle of its activities

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

13.2 Council Committees

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

- i. Council shall be able to impose or revoke any regulation and/or delegation of authority, by which any committee or individual shall operate, at any time by recording its decision in the Council minutes.

13.3 Matters reserved for Council decision

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

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

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

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

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

14. CORPORATE GOVERNANCE

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

15. RISK MANAGEMENT

- a. Council shall be responsible for the process of risk management.
- b. Council shall also be responsible for disclosures on risk management in the annual reports and financial statements and shall ensure that risk assessments are undertaken at least every quarter and developing a risk mitigation strategy to protect the organisation from the risks.

- c. Council shall be also responsible for reporting significant risks that affect decisions of stakeholders in their dealings with the organisation and shall disclose these in the annual report.
- d. Council shall ensure that an effective, on-going process shall be in place to identify risks, measure their impact and proactively manage and monitor these and that at appropriate intervals it receives, and reviews reports on the risk management process, Freedom Park's risk profile and compliance with legislation pertaining to risk and risk management.

16. ACCOUNTABILITY AND AUDIT

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

17. REMUNERATION OF EMPLOYEES

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

18. MEETINGS AND COUNCIL ATTENDANCE

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

19. PROCEEDINGS OF MEETINGS

- a. Meetings and proceedings of Council shall be governed by the procedures developed by Council established from the Act.

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

Each Council meeting shall include at least the following matters:

Reports on:

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

Documents requesting approval of:

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

Reports by:

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

Committee documentation:

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

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

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

20. PROFESSIONAL OR BUSINESS SERVICES PROVIDED BY COUNCIL MEMBERS

- a. Council members may not generally provide any professional services to Freedom Park.
- b. Freedom Park may, however, for the purpose of a special assignment engage the services of a Council Member with a specific field of expertise to undertake a specific task.
- c. In such an event the scope of the task will be defined, agreed upon and approved by Council.
- d. The terms of the engagement shall be competitive, clearly recorded and all legal requirements with regards to disclosure shall be complied with.

21. ROLE OF THE CHAIRPERSON

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

The Chairperson is required to:

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

22. ROLE OF THE CHIEF EXECUTIVE OFFICER

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

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

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

23. THE COMPANY SECRETARY

The Company Secretary is accountable to Council for:

- i. ensuring that Council procedures are followed and reviewed regularly and that applicable rules and regulations for the conduct of the affairs of Council are complied with.
- ii. guiding Council Members as to how their responsibilities should be properly discharged in the best interests of the organisation.
- iii. keeping abreast of, and informing, Council of current and new developments regarding corporate governance thinking and practice; and
- iv. maintenance of statutory records in accordance with legal requirements.

24. DUTIES OF COUNCIL MEMBERS AND DISCLOSURES OF INFORMATION

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

25. GENERAL

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



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

PART B : CODE OF CONDUCT

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

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

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

- a. Always ensuring accuracy of business records.
- b. Ensuring honest and accurate recording and reporting of information is extremely important for Freedom Park and all the stakeholder.
- c. Provide accurate information about its processes and to make responsible business decisions based on reliable records.

- d. Council Members also must properly record information related to their responsibilities.
- e. Appropriate members of management must properly authorize all payments and transactions.
- f. All financial books, records and accounts must accurately reflect transactions and events, and conform both to generally accepted accounting principles and to system of internal controls.
- g. Undisclosed or unrecorded funds or assets are not allowed.
- h. It is unacceptable, for example, to make false claims on an expense report.
- i. No entry may be made that intentionally hides or disguises the true nature of any transaction.

1. RECORDING BUSINESS INFORMATION

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

2. PROTECTING CONFIDENTIAL INFORMATION

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

3. CONFLICT OF INTEREST

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

4. DISCLOSURE

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

5. FAMILY MEMBERS AND CLOSE PERSONAL RELATIONSHIPS

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

6. PERSONAL INVESTMENT

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

7. INSIDE INFORMATION

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

8. THE LAW

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

9. OTHER RESPONSIBILITIES

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

10. REPORTING AND ENFORCEMENT

- a. Freedom Park will encourage the reporting of any behaviour by Council Members which, violates the Code of Conduct and will not tolerate retaliation against any person who in good faith reports such violations to the Chairperson and Company Secretary.

- b. Any Council Member with a concern or question about applicable provisions of the Code of Conduct, or about conduct that may violate these provisions, should contact the Chairperson, the Chairperson of the Ethics and Legal Committee or the Company Secretary.
- c. Such persons shall also be responsible for enforcing the applicable provisions of the Code.

11. APPLICATION

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

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 use for my benefit directly or indirectly, 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 because 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 to declare 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 use for my benefit directly or indirectly, 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 because 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 use for my benefit directly or indirectly, 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 because of my employment with **Freedom Park**.
6. Acknowledge that this undertaking given by me will remain in force for the duration of my employment with **Freedom Park** and for a period of 3 years after the end of that period.

7. Agree that this undertaking shall form part of my conditions of appointment and service.
8. Acknowledge that any breach of this undertaking is a breach of my contract of employment which constitutes a serious misconduct that entitles **Freedom Park** to take disciplinary action against me, up to and including my summary dismissal.

Name: (Block Capital)

Signature: Date:

Chief Financial Officer: Ms Hulisani Ramugadi

Signature: _____

Date:

Accounting Officer: Ms J Mufamadi

Signature: _____

Date:

Accounting Authority:

Signature: _____

Date: