



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

# **Freedom Park**

## **Strategic Plan 2020/25**

**RP: 03/2020  
ISBN: 978-0-621-48081-8**

## Accounting Authority Statement

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

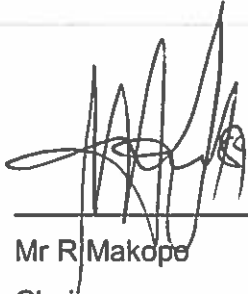
Freedom Park is a national Legacy Project whose vision is to be a leading national and international icon of humanity and freedom. The struggle for humanity and freedom will always symbolize the universal connections among South Africans of all backgrounds and all ages. This extent to the African continent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

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

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

Resource mobilisation will be the focus for the next term in order to grow the visitors' numbers who will consume the Park's products and services as well as to generate funds. This will not be done in vain, but to intensify redress of the past as visitors are exposed to

different Memorialisation elements of the park as well as engagements through dialogues, seminars etc. Freedom Park will endeavour to lead in the area of Indigenous Knowledge System. This will be enabled by extensive research on culture, history, heritage and spirituality.



---

Mr R Makope

Chairperson

Executive Authority of Freedom Park

## Accounting Officer Statement

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

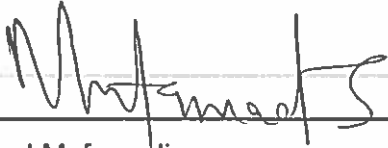
The five-year term 2015/2020 under review has seen the entity achieving a record high performance of 87.5% at the end of the term, as compared to other years since its establishment. To date more than 139 000 names have been inscribed on the Wall of Names, which is the main memorial recognising all eight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

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

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

The next term offers Freedom Park an opportunity to align with new developments in the country, especially the 4<sup>th</sup> industrial revolution on technological developments. These

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

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

Ms J Mufamadi

Chief Executive Officer

Accounting Officer of Freedom Park

## Official Sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Freedom Park under the guidance of the Council of Freedom Park.
- Takes into account all the relevant policies, legislation and other mandates for which the Freedom Park is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Freedom Park will endeavour to achieve over the period 01 April 2020 until 31 March 2025.



---

Mr T Makhura  
Head of Department: Heritage & Knowledge



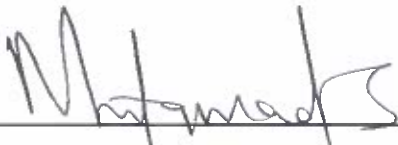
---

Ms M Makoela  
Head of Department: Public Participation



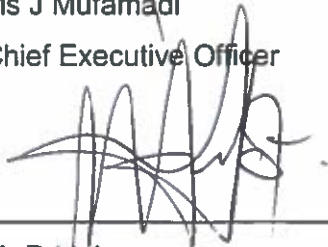
---

Ms H Ramugadi  
Chief Financial Officer



---

Ms J Mufamadi  
Chief Executive Officer



---

Mr R Makopo  
Chairperson

## Contents

### Part A: Our Mandate

- [1. Freedom Park mandate](#)
  - [2. Constitutional mandate](#)
  - [3. Legislative and policy mandates](#)
  - [4. Relevant Court Rulings](#)
- 

### Part B: Our Strategic Focus

- [5. Vision](#)
- [6. Mission](#)
- [7. Values](#)
- [8. Situational Analysis](#)
  - [8.1 Internal Environment](#)
  - [8.2 External Environment](#)

### Part C: Measuring Our Performance

- [9. Institutional Performance Information](#)
  - [9.1 Measuring the Impact](#)
  - [9.2 Measuring Outcomes](#)
    - [Priority 6: Building a capable, ethical and developmental State](#)
    - [Priority 5: Social cohesion and safe communities](#)
  - [9.3 Explanation of Planned Performance over the Five-Year Planning Period](#)
- [10. Key Risks](#)
- [11. Public Entities](#)

### Part D: Technical Indicator Descriptions (TIDs)

## Part A: Our Mandate

### 1. Freedom Park mandate

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

### 2. Constitutional mandate

Constitutional mandate relevant to Freedom Park includes:

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

### 3. Legislative and policy mandates

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

### 4. Relevant Court Rulings



There are no court rulings that may have had a significant impact on Freedom Parks' ongoing 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. Vision

To be a leading national and international icon of humanity and freedom.

### 6. Mission

To be a pioneering and empowering heritage destination that challenges visitors to reflect upon our past, improve our present and build on our future as a united nation.

### 7. 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

### 8. Situational Analysis

#### 8.1 Internal Environment

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

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

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

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

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

and general tools has also been a challenge due to financial constraints. The institution has since catapulted and reinvigorated its fund-raising efforts among others, through venue hire.

## 8.2 External Environment

Freedom Park in collaboration with the City of Tshwane and the Department of Public Works are in discussions on the developments in Salvokop area that will see access to the park attractive. New ways are being explored in terms of signage and positioning the entity and these 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 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 support of political support. We are experiencing less visit by Head of States to honour heroes and heroines, especially those who supported South Africa during the Apartheid regime.

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

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

## Part C: Measuring Our Performance

### 9. Institutional Performance Information

## 9.1 Measuring the Impact

<b>Impact statement</b>	A diverse, socially cohesive society with a common national identity
-------------------------	--

## 9.2 Measuring Outcomes

### Priority 6: Building a capable, ethical and developmental State

Outcome	Outcome Indicator	Baseline	Five year target
Improve governance on the implementation of policies	Compliance with organizational policies and procedures	Creditor-payment period 39 days for 2018/19 financial year	Creditor-payment period within 30 days
	Promote ethical culture of accountability	New indicator	2 ethics surveys conducted
Sustainable diversified revenue streams	Amount of revenue raised in cash and in-kind raised	Zero	R20 Million fundraising revenue in cash and in-kind raised by 2024/25
Improve effectiveness and efficiencies in governance	Creation of initiatives that enhance job creation	New indicator	10 job opportunities created

Outcome	Outcome Indicator	Baseline	Five year target
	Audit Outcomes	Unqualified audit outcome for 2018/19 financial year	Unqualified audit opinion
	Number of projects implemented from the ICT Strategy	Providing basic ICT support	100% of ICT projects implemented from the ICT Strategy
	Procurement spend on youth, women and people with disability	New indicator	70% Procurement spent on youth, women and persons with disabilities
	Irregular, fruitless and wasteful expenditure reduced	New indicator	Reduction of irregular, fruitless and wasteful expenditure to 0% by 2024/2025

Priority 5: Social cohesion and safe communities

Outcome	Outcome Indicator	Baseline	Five year target
Redress, Inclusivity and Access	Digitize cultural resources	2 390 cultural resources digitized	5 000 cultural resources digitized
	Acquire cultural resources related to 7 epochs of the exhibition to emancipate the African voice	40 cultural resources acquired	25 cultural materials acquired
	Process cultural resources according to heritage standards	500 cultural resources processed	10 000 cultural materials processed
	Purchase books relevant to //hapo storyline	203 books purchased	150 books purchased
	Honour the heroes and heroines of the struggles for freedom and humanity by way of inscribing their names on the Wall of Names	459 names inscribed	2 000 names inscribed
	Install temporary exhibitions in //hapo to enhance the permanent exhibition	12 temporary exhibitions installed	10 temporary exhibitions developed / displayed

Outcome	Outcome Indicator	Baseline	Five year target
	Commemorate and reflect on the Resistance and Liberation Heritage (RLH)	New Indicator	5 Annual Days of commemoration and reflection on the Resistance and Liberation Heritage (RLH) conducted
	Publish support materials of education programmes that decolonize history, heritage and spirituality and complement RLH history curriculum	New indicator	Support material for 5 education programmes published
	Heritage education events conducted	New indicator	5 annual heritage education events conducted
	Collections of stories published to emancipate the African voice	1 collection of stories published	1 collection of stories published
	Annual storytelling festivals / events conducted to promote, protect and preserve IKS	4 storytelling festivals / events conducted	5 storytelling festivals / events conducted
	Conduct workshops to verify and validate names of heroes and heroines across race, class, gender and age divisions to be honoured on the Wall of Names and in the Gallery of Leaders	1 667 names verified and validated by the Names Verification Committee	2 000 names verified and validated by the Names Verification Committee
	Complete research papers / articles that decolonize history, heritage and spirituality (RLH), and promote, protect and preserve IKS	30 research papers completed	20 research papers / articles completed

Outcome	Outcome Indicator	Baseline	Five year target
	Conduct seminars / conferences / public lectures that emancipate the African voice and advance a body of knowledge on RLH	20 seminars / conferences / public lectures conducted	10 seminars / conferences / public lectures conducted
	Conduct dialogues to emancipate the African voice	22 dialogues conducted	40 dialogues conducted
	Conduct interfaith and strategic programmes to foster reconciliation, social cohesion, nation building and peace	11 interfaith and strategic programmes conducted	20 interfaith and strategic programmes conducted
Increased demand and consumption of product and services	Number of tourists visiting the Freedom Park	256 215 visitors visited Freedom Park in the past five years	670 000 visitors registered
	Number of positioning and profiling activities conducted	8 positioning programmes	20 positioning and profiling activities
	Signed MOUs/ agreements and activated programmes	<ul style="list-style-type: none"> <li>• 26 MOUs signed.</li> <li>• 16 activated programmes</li> </ul>	20 MoUs signed and activated

### 9.3 Explanation of Planned Performance over the Five-Year Planning Period

- a) **The contribution of outcomes towards the achievement of the NDP Five-Year Implementation Plan, the Monitoring Framework for the NDP Five-Year Implementation Plan, the mandate of the institution and priorities of women, children and people with disabilities, provincial priorities (where applicable)**

A single and key outcome for the Heritage & Knowledge (HK) Department, the main department that carries on its back the core business of Freedom Park (FP) as the agency of the Department of Sports, Arts and Culture (DSAC), is about 'Redress, Inclusivity and Access'. The fulfilment of this outcome contributes variably to the National Development Plan (NDP,



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

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

**b) The rationale for the choice of the outcome indicators relevant to the respective outcomes**

On the whole, our HK outcome indicators were carefully crafted with a view to address the departmental outcome of 'Redress, Inclusivity and Access'. The HK department's Heritage Resource Unit outcome indicators deal with acquisition, digitization and processing of archival materials and collections generated by peoples and organizations which were at the forefront of the Pan African struggles for freedom and humanity. We selectively acquire library books that enhance the African and Diasporic storylines of the institution. The names of heroes and heroines that we honour by means of inscription on the Wall of Names and display in the

Gallery of Leaders are across the former colonial and apartheid boundaries of race, class, gender and age, and most of the people we honour are those who were previously oppressed and marginalized or would have been excluded. Our temporary exhibitions foreground and celebrate people, organizations, events and stories that shaped our triumph of freedom over subjugation and the victory of democracy over racial discrimination and oppression. In all, the Heritage Resource Unit provides access to heritage resources, knowledge base and infrastructure in the museum, archives and the library to all categories of visitors.

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

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

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

**c) Explanation of enablers to achieve the five-year targets**

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

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

administrative, management and financial systems to improve service delivery. Certain functions would be decentralised to expedite decision making and service delivery.

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

**d) Explanation of the outcomes contribution to the achievement of the impact**

The identified impact to be achieved by the HK Department is 'Social Cohesion'. The key HK Department's outcome that facilitates the achievement of such impact is 'Redress, Inclusivity and Access'. As already explained above, the HK Department has carefully crafted outcome indicators, outputs and targets of the Heritage Resource Unit, Education Unit and the Research & Development Unit – the three key units that comprises the department, for the realisation of the impact.

## 9. Key Risks

Outcome	Key Risk	Risk Mitigation
Improve governance on the implementation of policies	Non-compliance with policies and procedures	Probation sign off should confirm understanding of policies Bi-Annual policy workshops Delegation of authority Policy awareness using ICT infrastructure
Sustainable diversified revenue streams	Inability to raise non-government funding	Appointment of panel of consultants for fund raising Host Fundraising Galla Dinner Friends of Freedom Park initiatives Selling of documentary
Improve effectiveness and efficiencies in governance administration	Inaccessibility of information by public	Open the library and archives to the public Upgrade and installing ICT systems Development of Heritage App
Redress, Inclusivity and Access	Relevance and quality Information Risk	Public invitation for name submission
Increased demand and consumption of product and services	Reputational risk	Public awareness strategies Signature events Consistence media, public relations and marketing campaigns Partnership/ Collaborations

## 11. Public Entities

N/A

## Part D: Technical Indicator Descriptions (TIDs)

Indicator Title	Compliance with SCM prescripts
<b>Definition</b>	Compliant invoices processed within 30 days of receipt to ensure Freedom Park maintains sound financial management and compliance to PFMA
<b>Source of data</b>	Creditors' Age Analysis
<b>Method of calculation/ assessment</b>	Divide the total number of compliant invoices paid within 30 days by the total number of compliant invoices received
<b>Assumptions</b>	Factors that are accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for people with disabilities: N/A</li> </ul>

<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Pay compliant invoices processed within 30 days
<b>Indicator Responsibility</b>	Chief Financial Officer

<b>Indicator Title</b>	<b>Promote ethical culture of accountability</b>
<b>Definition</b>	Ensure an ethical organisation
<b>Source of data</b>	Ethics Survey Questionnaire
<b>Method of calculation/assessment</b>	Ethics Survey conducted every two years to determine compliance
<b>Assumptions</b>	Ethics Survey Report
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Biennial – 2021/22 and 2023/24
<b>Desired Performance</b>	Ethics Survey conducted every two years to determine compliance
<b>Indicator Responsibility</b>	Company Secretary

<b>Indicator Title</b>	<b>Amount of fundraising revenue in cash and in-kind raised</b>
<b>Definition</b>	The amount of cash and in-kind generated from donors
<b>Source of data</b>	Quarterly and Monthly Reports, Financial Statements and Assets Register on in-kind donations
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	Factors that are accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	R20 Million fundraising revenue in cash and in-kind raised by 2024/25
<b>Indicator Responsibility</b>	Chief Financial Officer

<b>Indicator Title</b>	<b>Creation of initiatives that enhance job creation</b>
<b>Definition</b>	Job opportunities provided for graduates from Universities and Colleges for learning exposure
<b>Source of data</b>	HR records
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	Job opportunities available
<b>Disaggregation of Beneficiaries (where applicable)</b>	Target for Youth: 100%
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Cumulative (Year-end)
<b>Desired Performance</b>	10 job opportunities created against the five-year target
<b>Indicator Responsibility</b>	Chief Financial Officer

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

Indicator Title	Number of projects implemented from the ICT Strategy
<b>Definition</b>	Review prioritised business processes to improve business efficiency and information management through governance of business processes
<b>Source of data</b>	Business Process Review System
<b>Method of calculation/ assessment</b>	Absolute number automated and approved by MANCO
<b>Assumptions</b>	Factors that are accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	100% of ICT projects implemented from the ICT Strategy
<b>Indicator Responsibility</b>	Chief Financial Officer

Indicator Title	Procurement spend on youth, women and people with disability
<b>Definition</b>	Total amount spend by Freedom park on goods and services procured from youth, women and people with disability
<b>Source of data</b>	Central Supplier Database; Company Registration
<b>Method of calculation/ assessment</b>	Percentage measure
<b>Assumptions</b>	Procurement of goods and services prioritises to previously disadvantaged groups
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A

<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	70% of the procurement spend for youth, women and people with disability by 2024/25
<b>Indicator Responsibility</b>	Chief Financial Officer

<b>Indicator Title</b>	<b>Irregular, fruitless and wasteful expenditure reduced</b>
<b>Definition</b>	Elimination of non-compliance for procurement of goods and services
<b>Source of data</b>	Payment of invoices
<b>Method of calculation/ assessment</b>	Percentage measure
<b>Assumptions</b>	All invoices verified prior to payment
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Reduction of irregular, fruitless and wasteful expenditure to 0% by 2024/25
<b>Indicator Responsibility</b>	Chief Financial Officer

<b>Indicator Title</b>	<b>Digitize cultural resources</b>
<b>Definition</b>	Processing of cultural resources (manuscripts, photographs, maps, posters, artefacts, audio-visuals, etc.) from analogue to digital form to ensure redress, inclusivity and access in representation of southern African history, culture, heritage and Indigenous Knowledge.
<b>Source of data</b>	Digitization strategy document
<b>Method of calculation/ assessment</b>	Simple count of digitized cultural resources
<b>Assumptions</b>	Archivists do have technical knowledge of digitization
<b>Disaggregation of Beneficiaries (where applicable)</b>	General Public (Women, youth and people with disabilities included)
<b>Spatial Transformation (where applicable)</b>	Digitised cultural resources are made accessible to a variety of publics including women, youth and people with disabilities for research and educational purpose.
<b>Reporting Cycle</b>	1 <sup>st</sup> – 4 <sup>th</sup> Quarters in 5 year period
<b>Desired Performance</b>	5 000 cultural resources digitized by 2024/25
<b>Indicator Responsibility</b>	Archivists, Film & Video Editor, Chief Curator

<b>Indicator Title</b>	<b>Acquire cultural resources related to 7 epochs of the exhibition to emancipate the African voice</b>
<b>Definition</b>	Freedom Park archivists acquire variety of cultural resources (manuscripts, photographs, maps, posters, artefacts, audio-visuals), through donation, purchase or bequeath relevant to the 7 epochs of the permanent exhibition.
<b>Source of data</b>	Pan African Archives Concept document
<b>Method of calculation/ assessment</b>	Simple count of cultural resources acquired
<b>Assumptions</b>	Availability of donors of cultural resources related to the 7 epochs.
<b>Disaggregation of Beneficiaries (where applicable)</b>	General Public inclusive of women, youth and people with disabilities.



<b>Spatial Transformation (where applicable)</b>	Acquired cultural resources are made accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose.
<b>Reporting Cycle</b>	1 <sup>st</sup> – 3 <sup>rd</sup> Quarters annually within five-year period
<b>Desired Performance</b>	25 cultural materials acquired by 2024/25
<b>Indicator Responsibility</b>	Archivists, Chief Curator

<b>Indicator Title</b>	<b>Process cultural resources according to heritage standards</b>
<b>Definition</b>	Freedom Park Archivist process (accession and load on Vernon database) acquired cultural resources (manuscripts, photographs, maps, posters, artefacts, audio-visuals, etc.) according archival standards.
<b>Source of data</b>	Cataloguing Manual
<b>Method of calculation/assessment</b>	Simple count of processed cultural resources
<b>Assumptions</b>	Donors of cultural resources relevant to //hapo 7 epochs are available.
<b>Disaggregation of Beneficiaries (where applicable)</b>	General Public inclusive of women, youth and people with disabilities
<b>Spatial Transformation (where applicable)</b>	Processed cultural materials are made accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose.
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	10 000 cultural materials processed by 2024/25
<b>Indicator Responsibility</b>	Archivists, Chief Curator.

<b>Indicator Title</b>	<b>Purchase books relevant to //hapo storyline</b>
<b>Definition</b>	Freedom Park Librarians purchase books relevant to //hapo storyline for the purpose of authenticating the story.
<b>Source of data</b>	//hapo storyline
<b>Method of calculation/assessment</b>	Simple count of purchased books
<b>Assumptions</b>	Books relevant to //hapo storyline are available. Funds for purchasing books are available.
<b>Disaggregation of Beneficiaries (where applicable)</b>	General Public inclusive of women, youth and people with disabilities are end users
<b>Spatial Transformation (where applicable)</b>	Purchased books are made accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose
<b>Reporting Cycle</b>	Annually - 3 <sup>rd</sup> Quarter
<b>Desired Performance</b>	150 books purchased by 2024/25
<b>Indicator Responsibility</b>	Librarians, Chief Curator

<b>Indicator Title</b>	<b>Honour the heroes and heroines of the struggles for freedom and humanity by way of inscribing their names on the Wall of Names</b>
<b>Definition</b>	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.
<b>Source of data</b>	Inscription guideline
<b>Method of calculation/assessment</b>	Simple count of approved names for inscription
<b>Assumptions</b>	Names of those who died during the Struggle for humanity are available

<b>Disaggregation of Beneficiaries (where applicable)</b>	General Public inclusive of women, youth and people with disabilities are the end users in the memorialisation process.
<b>Spatial Transformation (where applicable)</b>	Inscribed names are accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose
<b>Reporting Cycle</b>	Annually – 4 <sup>th</sup> Quarter
<b>Desired Performance</b>	2 000 names inscribed on the Wall of Names by 2024/25
<b>Indicator Responsibility</b>	Chief Curator.

<b>Indicator Title</b>	<b>Install temporary exhibitions in //hapo to enhance the permanent exhibition</b>
<b>Definition</b>	Exhibition Developer and Curator identify themes, develop; install new temporary exhibition or a ready-made exhibition relevant to //hapo storyline from relevant partners.
<b>Source of data</b>	//hapo storyline; exhibition concept
<b>Method of calculation/ assessment</b>	Simple count of installed temporary exhibition.
<b>Assumptions</b>	Funds are available for fabrication of new exhibition Relevant proposals from partners will be submitted.
<b>Disaggregation of Beneficiaries (where applicable)</b>	General public inclusive of women, youth and people with disabilities are the target audience
<b>Spatial Transformation (where applicable)</b>	Temporary exhibitions are accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose
<b>Reporting Cycle</b>	2 <sup>nd</sup> and 3 <sup>rd</sup> Quarters annually
<b>Desired Performance</b>	10 temporary exhibitions developed / displayed by 2024/25
<b>Indicator Responsibility</b>	Exhibition Developer, Curator, Chief Curator

<b>Indicator Title</b>	<b>Commemorate and reflect on the Resistance and Liberation Heritage (RLH)</b>
<b>Definition</b>	Annual event to observe and memorialise the Resistance and Liberation Heritage
<b>Source of data</b>	Concept document; Programme
<b>Method of calculation/ assessment</b>	Simple count of days of reflection on RLH
<b>Assumptions</b>	Development of a concept document as a guideline The event on RLH depend on budget availability
<b>Disaggregation of Beneficiaries (where applicable)</b>	Ensure that the Day of Reflection on RLH involve women, youth and people with disabilities and those from the Southern African Development Community (SADC) region
<b>Spatial Transformation (where applicable)</b>	The event to commemorate and reflect on RLH will be attended by a variety of communities including experts from various disciplines, institutions, women, youth, and people with disabilities and people from SADC region.
<b>Reporting Cycle</b>	Annually - 4 <sup>th</sup> Quarter
<b>Desired Performance</b>	5 Annual Days of commemoration and reflection on the Resistance and Liberation Heritage (RLH) conducted by 2024/25
<b>Indicator Responsibility</b>	Heritage Resource and Research Manager

<b>Indicator Title</b>	<b>Publish support materials of education programmes that decolonize history, heritage and spirituality and complement RLH history curriculum</b>
<b>Short definition</b>	Publication of educational programmes' support materials that support formal, informal and non-formal education to various audiences
<b>Source of data</b>	Education Policy

<b>Assumptions</b>	Education Unit members responsible for developing programmes for publications Education Policy Document as the guideline for developing publications Publication of education programmes support materials depend on budget availability.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Target for Women: 1 education programme item published focusing on women Target for Youth: 1 education programmes publication item focusing on youth Target for People with Disabilities: 1 education programme publication focusing on people with disabilities.
<b>Spatial Transformation (where applicable)</b>	Education Programmes publication to be made accessible to a variety of publics including women, youth and people with disabilities. Education Programmes publication be accessible in a variety of formats including online publication and email sharing.
<b>Reporting cycle</b>	Annually - 4 <sup>th</sup> Quarter
<b>Desired performance</b>	Support material for 5 education programmes published by 2024/25
<b>Indicator responsibility</b>	Education Officers, Education Manager

<b>Indicator Title</b>	<b>Heritage education events conducted</b>
<b>Short definition</b>	Annual heritage education event that ensures Redress, Inclusivity and Access to Indigenous Knowledge Systems, Heritage Education theory and methodology.
<b>Source of data</b>	Concept document; Project Plan; Programme
<b>Assumptions</b>	Simple count of heritage education event held
<b>Disaggregation of Beneficiaries (where applicable)</b>	Development of concept document and project plan as guidelines. Holding of the event depends on budget availability.
<b>Spatial Transformation (where applicable)</b>	Event will be attended by a variety of publics including women, youth, people with disabilities and experts from various disciplines and institutions.
<b>Reporting cycle</b>	Annually – 3 <sup>rd</sup> Quarter
<b>Desired performance</b>	5 annual heritage education events conducted by 2024/25
<b>Indicator responsibility</b>	Education Officers; Education Manager

<b>Indicator Title</b>	<b>Collections of stories published to emancipate the African voice</b>
<b>Short definition</b>	Publication of stories which contribute to social cohesion and safe communities targeted at various audiences
<b>Source of data</b>	Education Policy; Storytelling Policy
<b>Assumptions</b>	Education Unit members responsible for stories Storytelling Policy as the guideline for developing publications Publication of stories depend on budget availability.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Target for Women: 1 story publication item published focusing on women Target for Youth: 1 storytelling publication item focusing on youth Target for People with Disabilities: 1 storytelling publication item focusing on people with disabilities.
<b>Spatial Transformation (where applicable)</b>	Stories publication to be made accessible to a variety of publics including woman, youth and people with disabilities. Stories publication be accessible in a variety of formats including online publication and e-mail sharing.
<b>Reporting cycle</b>	Annually – 2023/24
<b>Desired performance</b>	1 collection of stories published in 2023/24
<b>Indicator responsibility</b>	Storytellers, Senior Storyteller

<b>Indicator Title</b>	<b>Annual storytelling festivals / events conducted to promote, protect and preserve IKS</b>
<b>Short definition</b>	Events on Storytelling Festivals organised to ensure Redress, Inclusivity and Access to knowledge on Indigenous/African Knowledge System-centered Storytelling theory and practice/performance.
<b>Source of data</b>	Education Policy
<b>Assumptions</b>	Education Unit members responsible for organising the Festival Storytelling; Policy Document as the guideline for the event concept development; Staging of the event depend on budget availability.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Event held to ensure attendance by women, youth and People with disabilities.
<b>Spatial Transformation (where applicable)</b>	Festival event will be attended by a variety of publics including woman, youth and people with disabilities. Festival event will ensure participation by a variety of experts from various relevant disciplines and types of institutions.
<b>Reporting cycle</b>	Annually - 4 <sup>th</sup> Quarter
<b>Desired performance</b>	5 storytelling festivals / events conducted by 2024/25
<b>Indicator responsibility</b>	Storytellers, Senior Storyteller

<b>Indicator Title</b>	<b>Conduct workshops to verify and validate names of heroes and heroines across race, class, gender and age divisions to be honoured on the Wall of Names and in the Gallery of Leaders</b>
<b>Definition</b>	Research, collection, verification and validation of names for the purpose of honouring heroes and heroines of the struggles for freedom and humanity.
<b>Source of data</b>	Criteria document for names collection and verifications; Terms of reference for names verification
<b>Method of calculation/ assessment</b>	Simple count of approved names. Names data is verified and validated by researchers and Names Verification Committee.
<b>Assumptions</b>	Availability of sources from which to gather names. Submission by the public / organizations. Availability of funds (budget) to carry out research and verification processes.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Names researched, collected, verified and validated include those of women, youth and people with disabilities.
<b>Spatial Transformation (where applicable)</b>	Transformation of the Wall of Names on which names are inscribed. Improvement of the Gallery of Leaders in which names of extra-ordinary leaders are exhibited.
<b>Reporting Cycle</b>	2 <sup>nd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	2 000 names verified and validated by the Names Verification Committee by 2024/25
<b>Indicator Responsibility</b>	Researchers, Research Manager, Names Verification Committee.

<b>Indicator Title</b>	<b>Complete research papers / articles that decolonize history, heritage and spirituality (RLH), and promote, protect and preserve IKS</b>
<b>Definition</b>	Production of knowledge by means of research papers intended to decolonize history, heritage and spirituality (Resistance and Liberation Heritage) and to champion IKS as a field of study to ensure redress, inclusivity and access.
<b>Source of data</b>	Research Policy
<b>Method of calculation/ assessment</b>	Simple count of research papers.
<b>Assumptions</b>	Availability of sources for required information and budget to undertake research.

<b>Disaggregation of Beneficiaries (where applicable)</b>	Research community and general public, inclusive of women and youth.
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	2 <sup>nd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	20 research papers / articles completed by 2024/25
<b>Indicator Responsibility</b>	Researchers, Research Manager

<b>Indicator Title</b>	<b>Conduct seminars / conferences / public lectures that emancipate the African voice and advance a body of knowledge on RLH</b>
<b>Definition</b>	Conducting seminars / conferences / public lectures on themes / topics intended to emancipate the previously suppressed African voice and to contribute to the growing body of knowledge on Resistance and Liberation Heritage (RLH).
<b>Source of data</b>	Research Policy
<b>Method of calculation/ assessment</b>	Simple count of seminars / conferences / public lectures.
<b>Assumptions</b>	Availability of funds with which to organize seminars / conferences / public lectures. Mobilization of the audience / participants.
<b>Disaggregation of Beneficiaries (where applicable)</b>	General public; learners; students; youth, academics; women; heritage practitioners; etc.
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	2 <sup>nd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	10 seminars / conferences / public lectures conducted by 2024/25
<b>Indicator Responsibility</b>	Research Manager

<b>Indicator Title</b>	<b>Conduct dialogues to emancipate the African voice</b>
<b>Definition</b>	Conducting dialogues (oral histories) with a view to emancipate the previously suppressed African voice to ensure redress, inclusivity and redress.
<b>Source of data</b>	Dialogue concept paper
<b>Method of calculation/ assessment</b>	Simple count of dialogues
<b>Assumptions</b>	Availability of interviewees and budget
<b>Disaggregation of Beneficiaries (where applicable)</b>	Interviewees and participants in the events, including women, youth and people with disabilities.
<b>Spatial Transformation (where applicable)</b>	National, continental and international interviewees
<b>Reporting Cycle</b>	2 <sup>nd</sup> , 3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	40 dialogues conducted by 2024/25
<b>Indicator Responsibility</b>	Researchers, Archivists, Research Manager.

<b>Indicator Title</b>	<b>Conduct interfaith programmes to foster reconciliation, social cohesion, nation building and peace</b>
<b>Definition</b>	Conducting interfaith programmes with a view to foster reconciliation, social cohesion, nation building and peace co-existence, as well as to promote IKS.
<b>Source of data</b>	Interfaith concept document
<b>Method of calculation/ assessment</b>	Simple count of interfaith programmes

<b>Assumptions</b>	Availability of members of faith-based organizations, participants and budget.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Faith-based participants and general public, inclusive of women, youth and people with disabilities.
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	2 <sup>nd</sup> and 4 <sup>th</sup> Quarters
<b>Desired Performance</b>	10 interfaith programmes conducted by 2024/25
<b>Indicator Responsibility</b>	Researchers; Research Manager

<b>Indicator Title</b>	<b>Number of tourists visiting the Freedom Park</b>
<b>Definition</b>	A quantified number of guests or feet through the gate to participate in various activities including tours, amenities, events, functions, research, etc.
<b>Source of data</b>	CRM reports on Registered visitors or guests visiting Freedom Park.
<b>Method of calculation/ assessment</b>	Registering number of guests and visitors at the point of entree per annum.
<b>Assumptions</b>	Positioning programmes will attract visitors to the Freedom Park
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Schools and learners</li> <li>• Institutions of higher learning and students</li> <li>• Paying visitors</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	670 000 visitors registered by 2024/25
<b>Indicator Responsibility</b>	Guest Relations Officer.

<b>Indicator Title</b>	<b>Number of positioning and profiling activities conducted</b>
<b>Definition</b>	To position Freedom Park to all stakeholders and public in order to attract visitation
<b>Source of data</b>	Integrated Communication and Marketing Strategies and Positioning plans
<b>Method of calculation/ assessment</b>	Number of public relations and marketing programmes implemented per annum
<b>Assumptions</b>	Programmes planned will be implemented on time and attract right target audiences to interact with the products and services of the Freedom Park.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	20 positioning and profiling activities conducted by 2024/25
<b>Indicator Responsibility</b>	Public Relations and Marketing Officers

<b>Indicator Title</b>	<b>Signed MOUs/ agreements and activated programmes</b>
<b>Definition</b>	To foster strategic relations with partners to collaborate on common programmes of social cohesion, nation building and reconciliation
<b>Source of data</b>	Signed MOUs
<b>Method of calculation/ assessment</b>	The number of collaborations conducted per annum
<b>Assumptions</b>	Change of signing or implementation dates due to unforeseen circumstances

<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women</li> <li>• Target for Youth</li> <li>• Target for people with disabilities</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	20 MoUs signed and activated by 2024/25
<b>Indicator Responsibility</b>	Events Co-ordinators

## ABBREVIATIONS and ACRONYMS

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