Freedom© PARK

a heritage destination

an agency of the
Department of Sport, Arts and Culture

Freedom Park

Annual Performance Plan for 2026 - 2027

Accounting Authority Statement

As the Chairperson of the Council of Freedom Park, I am pleased to present this Accounting Authority Statement, which outlines the governance and financial oversight responsibilities of our Council in accordance with applicable laws and regulations.

I hereby submit the Freedom Park Annual Performance Plan (APP) for the 2026/27 Financial Year. This APP is tabled in accordance with requirements of the Public Finance Management Act, No. 1 of 1999 (PFMA) and National Treasury Regulations.

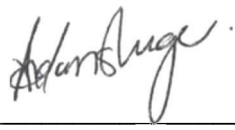
This marks the first year of the current Council of Freedom Park, which came into Office in November 2024 and will serve the organisation until October 2027. It is our aim that the entity should continue to improve in operational efficiency and financial sustainability. Having stabilized following the devastation caused by the COVID-19 pandemic, the organisation will take its rightful place among world heritage sites, with a combined mandate of heritage conservation, tourism, and of importance social cohesion among various local, national, and international communities. Against that backdrop and goal, the Council has developed an ambitious yet attainable aim of enhancing Brand Freedom Park by improving brand awareness, increasing visitor numbers, and driving revenue generation.

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

For the 2026/27 Financial Year, a strong emphasis will be placed on laying a solid foundation for the strengthening of the Core Business of the institution, the Heritage and Knowledge Department – Heritage Resources, Research, and Education - with the support from the Corporate Services Department which is tasked with the responsibility to ensure that the core offerings of the institution are known by the public, and the Finance Department and Corporate Governance Department, which are responsible for the efficient governance and administration of the institution.

To achieve the mandate and priorities of the DSAC as set out by the Honorable Minister, there is a need to ameliorate, intensify and directly focus on resource mobilization in its various forms, and to expand the exposure and visitor numbers to the park. In the center of resource mobilization, enhancement of marketing through all means of platforms will play

a pivotal role in ensuring that Freedom Park is placed on a pedestal for both National and International platforms.



Ms. Charnie-Lee Adams-Kruger
Chairperson of the Council
Accounting Authority of Freedom Park
31 January 2026

Accounting Officer Statement

Freedom Park continues to stand proudly as an enduring symbol of humanity, freedom, and reconciliation. As a national heritage destination, it embodies a consciousness that embraces the common legacy binding all South Africans together, acknowledging the historical, cultural, and spiritual heritage of our people through the ages. This diversity remains the foundation upon which our shared future is built.

As both a memorial and a sanctuary of healing, Freedom Park honours those who made the ultimate sacrifice for human rights and freedom. It continues to provide a platform for reflection, dialogue, and unity, while dispelling the prejudices and myths that have long distorted South Africa's story.

Over the past year, we have advanced significantly in our mission. The Wall of Names now honours more than 185 000 heroes and heroines who paid the ultimate price for freedom. Visitor numbers have shown steady growth both physical and digital, supported by innovations such as the virtual tour and its presents online which continue to broaden access for local and international audiences. Through exhibitions, storytelling, commemorations, and educational programmes, we have inspired citizens to reflect on the past, engage with the present, and help shape a more inclusive and cohesive future.

Guided by the Strategic Plan, Freedom Park is intensifying its role as a catalyst for nation-building and inclusive development. Our work is aligned to four key priorities:

Social cohesion and nation building: Freedom Park is a significant cultural institution that plays a vital role in promoting unity, social cohesion, and nation-building. Some of the programmes include intergenerational dialogues, community outreach and engagements, youth empowerment programmes, reconciliation and healing initiatives. These programmes focus on diversity, reconciliation and healing, addressing the country's painful past and promoting forgiveness, understanding, and social cohesion.

Driving Inclusive Growth and Job Creation: By creating employment opportunities, strengthening procurement for youth, women, and persons with disabilities, and building new partnerships, we are contributing to South Africa's transformation agenda. In 2026/27, Freedom Park will enhance efforts to create jobs, expand skills development in heritage and tourism, and support inclusive procurement practices.

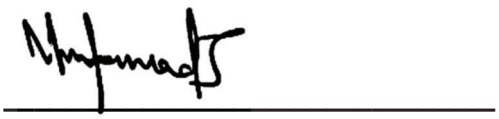
Reducing Poverty and Tackling the High Cost of Living: Our free entry programme for deserving communities and the training of youth and marginalized groups in heritage-related skills help to broaden participation in the cultural economy and reduce barriers to access.

Building a Capable, Ethical, and Developmental State: Freedom Park remains committed to maintaining strong governance practices, enhancing revenue generation through creative activities, and implementing ICT-driven innovations. We continue to pursue clean audit outcomes while positioning the institution as a sustainable, world-class heritage destination.

In the year ahead, Freedom Park will also strengthen regional and international partnerships, including transitional arrangements for the Samora Machel Museum in Mpumalanga and the Matola Monument in Mozambique, within the framework of the Resistance and Liberation Heritage Route Project led by the Department of Sport, Arts and Culture.

Our path is shaped by challenges, but equally by resilience and hope. By intensifying strategies for brand positioning, expanding revenue generation, and leveraging digital engagement, we will ensure Freedom Park's sustainability and relevance in a rapidly evolving society.

As we look forward, our commitment remains steadfast: to honour the memory of our heroes and heroines, to preserve and promote the rich heritage of our nation, and to inspire current and future generations to carry forward the values of freedom, unity, and reconciliation.



Dr. J Mufamadi
Chief Executive Officer
Accounting Officer of Freedom Park
31 January 2026

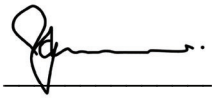
Official Sign-off

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 endeavor to achieve over the period 01 April 2026 until 31 March 2027.



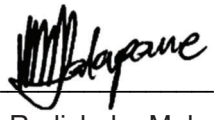
Dr. Andrew Arries
Acting Company Secretary



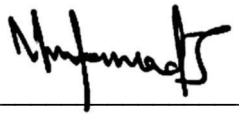
Ms. Connie Nxumalo
Acting Head of Department: Heritage and Knowledge



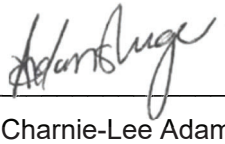
Mr. Ditiro Ramogayane
Acting Head of Department: Corporate Services



Mr. Radichaba Malapane
Chief Financial Officer



Dr. Jane Mufamadi
Chief Executive Officer



Ms. Charnie-Lee Adams-Kruger
Chairperson of the Council
Accounting Authority of Freedom Park

Mr. Gayton McKenzie, MP
Minister of Sport, Arts, and culture
Executive Authority

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 and 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
OPAC	Online- Public Access Catalogue
PAA	Pan African Archives
PFMA	Public Financial Management Act
POPI	Protection of Personal Information
R and 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. Updates to the relevant legislative and policy mandates

- The Constitution of the Republic of South Africa, 108 of 1996.
- Public Finance Management Act, 1 of 1999.
- National Heritage Resources Act, 25 of 1999.
- Public Audit Act, 25 of 2004.
- Cultural Institutions Act, 119 of 1998 effective from 01 April 2009.

2. Updates to Institutional Policies and Strategies

1. Governance and Compliance Policies
    - Strengthen compliance with the Public Finance Management Act (PFMA) and King IV Corporate Governance Principles.
    - Ensure effective risk management, internal controls, and ethical leadership.
    - Regular review and updating of policies such as Supply Chain Management (SCM), Code of Conduct, and Fraud Prevention.
2. Financial Sustainability and Resource Mobilization
    - Diversify revenue streams by increasing public-private partnerships, donor funding, and commercial activities (venue hire, events, and merchandising).
    - Ensure financial prudence by optimizing operational costs while maintaining service excellence.
    - Strengthen compliance with Broad-Based Black Economic Empowerment (B-BBEE) procurement regulations.
3. Human Capital Development and Transformation
    - Implement workforce development programs to train and upskill employees in heritage conservation, research, and digital archiving.
    - Promote transformation and inclusivity by increasing the representation of women, youth, and persons with disabilities.
    - Strengthen leadership development to ensure institutional sustainability.
4. Heritage Conservation and Research
    - Digitize heritage records and archives to enhance accessibility and preservation.
    - Enhance research collaborations with universities, cultural institutions, and communities.
    - Develop conservation strategies to preserve monuments, artifacts, and oral histories.
5. Stakeholder Engagement and Social Cohesion

- Strengthen partnerships with government, academia, traditional leaders, and civil society to advance national memory and identity.
- Increase engagement with schools and youth to promote awareness of South Africa's heritage.
- Align programming with government's priorities on Anti-GBVF, youth empowerment, and nation-building.

6. Infrastructure and Facilities Management
   - Develop and maintain world-class infrastructure that enhances visitor experience.
   - Improve accessibility for persons with disabilities and implement green initiatives for sustainability.
   - Strengthen security measures to protect national heritage assets.
7. Technology and Digital Transformation
   - Leverage technology for virtual tours, interactive exhibitions, and AI-driven heritage storytelling.
   - Improve internal ICT systems to enhance operational efficiency.
   - Implement smart solutions for ticketing, visitor analytics, and digital archiving.

3. Updates to Relevant Court Rulings

There are no other 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

4. Updated Situation Analysis

Freedom Park's strategic focus is deeply rooted in its mandate to serve as a national and cultural heritage site that promotes unity, reconciliation, and the preservation of South Africa's historical memory. This situation analysis offers an overview of the external and internal factors that shape the institution's strategic direction for the 2026/27 financial year.

External Environment Analysis

While the internal analysis presents an encouraging outlook, the same cannot be asserted for the external environment. The internal strengths should be leveraged to foster resilience, tenacity, and agility when confronted with a challenging external landscape.

The global economic climate directly influences the struggling local economy, evident in the strain on public sector funding. Two factors impacting the nation may ultimately affect Freedom Park. Firstly, the 30% trade tariffs imposed on South Africa by the United States (US) administration on 08 August 2025 may have repercussions for the economy. The US ranks as South Africa's third-largest trading partner, following the European Union and China, accounting for 7.5% to the country's exports.

In response to the tariffs, the government developed the Framework Deal in May 2025, designed to mitigate the impact on the country and address the trade deficit with the US and the tariffs. The financial sector has reported emerging adverse effects stemming from the tariffs. One of the indicators monitored by the financial sector, the Purchasing Manager's Index, revealed a decline to 49.5 points in August 2025 for the automotive and agricultural sectors. A reading below 50 points signifies contraction and decline. Contraction in other sectors may result in an overall economic downturn.

It is uncertain whether the tariffs implemented by the US administration will have a prolonged adverse impact on the South African economy, and to what degree. What is evident is that a shrinking economy will exacerbate the difficulties encountered by the national fiscus in generating sufficient revenue to finance public services, including Freedom Park. A diminishing fiscus will result in cuts to the funding allocated to national entities such as Freedom Park.
The second factor that should raise concern for Freedom Park is the sluggish growth in tourist arrivals. Data published by Statistics South Africa in March 2025, pertaining to the figures from 2024, reveals a 5.1% increase in the number of tourists. Nevertheless, this improvement, which equates to 8.9 million tourists visiting South Africa, remains below the 10.2 million recorded prior to the Covid-19 pandemic.

These circumstances indicate that organizations like Freedom Park must, while still striving for a share of the international tourist market, also focus on attracting local visitors. The objectives outlined in this Plan illustrate the balance in approach between targeting international tourists

and drawing in local visitors. The overarching goal continues to be the enhancement of second- and third-income revenue streams for operational and expansion initiatives. The Council has set ambitious yet attainable goals to boost visitor numbers and, therefore, our secondary revenue stream.

The physical environment surrounding the park continues to present challenges regarding the branding of the museum and monument. However, a positive aspect of this situation is the strong relationship that has developed between the park and the residents of Salvokop. Through diligent effort and creativity, this relationship can be transformed into a mutually advantageous agreement.

The organization will persist in collaborating closely with the City of Tshwane to encourage the municipality to enhance the physical environment. The development of the Government Boulevard, which will house several national departments within the precinct, is anticipated to stimulate the revitalization of the area. The ongoing completion of the road infrastructure signifies a gradual yet positive progression of the project. Once finalized, the boulevard will enable the organization to integrate itself into the larger precinct. Management continues to liaise with the Department of Public Works in preparation for the precinct's completion, ensuring that maximum benefits can be derived from the new development.

Enhancing brand visibility will be crucial for improving the overall image and appeal of Freedom Park. Market segmentation and focused marketing efforts will assist in identifying and formulating strategies to draw in more visitors. At least five (5) overlapping target groups can be identified: local visitors in general, young individuals, learners, students in higher education, and international tourists. Equal emphasis will be placed on attracting each of these target demographics.

Internal Environment

The operational framework of Freedom Park is designed to assist the institution in achieving its business objectives. This framework fosters control and coordination both within and across departments. It minimizes the duplication of efforts, thereby reducing costs. Furthermore, the structure enhances accountability and establishes clear management lines. Additionally, it delineates the roles of employees, enabling them to understand their responsibilities as well as those of their colleagues. It guarantees that various functions receive appropriate attention.

The organization has a robust governance framework that guarantees accountability and strategic direction. The Council and management oversee operations to ensure alignment with the institution's vision and mission. The presence of risk management and audit committees fortifies internal controls and compliance. Strong financial controls are implemented, including regular audits and adherence to the Public Finance Management Act (PFMA) requirements.

There is a clear vision and mission aligned to the country's heritage and liberation history, with well-defined strategic objectives outlined in the previous Annual Performance Plan (APP). Achieving success in delivering essential services such as heritage conservation, educational programs, and cultural activities is vital to the overarching mandate of Freedom Park.

The organization has set an annual target of 70% allocation for the empowerment of designated groups (youth, women, and people with disabilities) through procurement, with this target being monitored quarterly through reports to the Council. The goal is to attain 15% each quarter in the procurement of goods and services awarded to women, youth, and people with disabilities. Moreover, there exists a functional internal leadership structure along with professional development opportunities for staff.

Part C: Measuring Our Performance

5. Institutional Programme Performance Information

6. Programme 1: Administration

Purpose: The purpose of the programme is to provide strategic leadership, management and support service to Freedom Park. The programme contributes to Government Priority 1 supported by DSAC: Drive Inclusive Growth and Job Creation & Priority 3 Building a Capable, ethical and developmental state by improving financial governance, reducing irregular expenditure and implementing accountability and consequence management.

Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Increase revenue generation through creative activities	Internally generated revenue in cash and in-kind raised	Total revenue generated in cash and in-kind raised	N/A	N/A	N/A	R6 Million generated revenue (R4 Million in cash and R2 Million in- kind raised)	R6 Million generated revenue (R4 Million in cash and R2 Million in-kind raised)	R6 Million generated revenue (R4 Million in cash and R2 Million in- kind raised)	R6 Million generated revenue (R4 Million in cash and R2 Million in-kind raised)

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Improve effectiveness and efficiencies in governance by creating employment opportunities	Creation of initiatives that enhance job creation through procurement of goods and services	Number of job opportunities created	N/A	N/A	N/A	20 job opportunities created	20 job opportunities created	20 job opportunities created	20 job opportunities created
Unqualified audit outcomes which align to building a capable, ethical and governmental state	Clean Audit Outcomes	Clean audit opinion	Qualified audit opinion received	Qualified audit opinion	Unqualified audit opinion	Clean audit opinion	Clean audit opinion	Clean audit opinion	Clean audit opinion
Projects implemented from the ICT Strategy	Projects implemented from the ICT Strategy	Percentage of projects implemented from the ICT Strategy	Implemented 42% of ICT projects from the ICT Strategy.	The ICT Strategy has been reviewed	Not Achieved	20% of ICT projects implemented through the ICT Strategy.	20% of ICT projects implemented through the ICT Strategy.	20% of ICT projects implemented through the ICT Strategy.	20% of ICT projects implemented through the ICT Strategy.

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Support youth, women, and marginalized groups through procurement	Designated groups empowerment (youth, women and people with disability) supported through procurement of goods and services	Percentage of spending to procure goods and services from youth, women and people with disability	Awarded 46% of procurement transactions to youth, women and people with disability.	65% of all procurement transactions awarded to youth, women and people with disability	79.3% 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	70% of spending to procure goods and services from youth, women, and persons with disabilities	70% of spending to procure goods and services from youth, women, and persons with disabilities	70% of spending to procure goods and services from youth, women, and persons with disabilities

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Total revenue generated in cash and in-kind raised	R6 Million generated revenue (R4 Million in cash and R2 Million in- kind raised)	-	–	-	R6 Million generated revenue (R4 Million in cash and R2 Million in- kind raised)
Number of job opportunities created	20 job opportunities created	5 job opportunity created	5 job opportunity created	5 job opportunity created	5 job opportunity created

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Clean Audit Outcomes	Clean audit opinion	-	Clean audit opinion	-	-
Percentage of projects implemented from the ICT Strategy	Implemented 20% of ICT projects through the ICT Strategy.	-	-	-	20% of ICT projects implemented through the ICT Strategy.
Percentage of spending to procure goods and services from youth, women and people with disability	70% of spending to procure goods and services from youth, women, and persons with disabilities	70% of spending to procure goods and services from youth, women, and persons with disabilities	70% of spending to procure goods and services from youth, women, and persons with disabilities	70% of spending to procure goods and services from youth, women, and persons with disabilities	70% of spending to procure goods and services from youth, women, and persons with disabilities

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 enhance the entity's integrity and credibility.

b) Explanation of planned performance in relation to output must be discussed within budget programmes, as 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 the coordination of business processes. In this regard, the entity will be open and transparent, demonstrating to the public how it is furthering its strategic goals, and effectively using its statutory and administrative authorities. Freedom Park will also aim 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 2026/27 financial year and in the medium term, more focus will be put on improving internal controls while addressing governance deficiencies highlighted in audit reports. Further to the above, the entity will ensure that internal support functions are strengthened. This will be done through efficient and effective planning and management of human capital, finances, procurement, sustainable operations, information technology, emergency preparedness, and support services.

c) Explanation of the output's contribution to the achievement of the outcomes: The entity will continue to adhere to the regulations. This is important to honor the Freedom Park commitment and improve the viability of SMMEs. 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 cognizance security, safety, and risk so that remote payment processes can be introduced.

7. Programme 2: Business Development

Purpose: The programme contributes to Government Priority 4 supported by DSAC by executing core business programmes for the achievement of the key outcome of Social Cohesion and Safe Communities.

Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Redress, Inclusivity and Access	Increase access to cultural education by delivering physical or virtual presentations that engage underserved communities and promote cultural awareness	Number of cultural education programmes	N/A	N/A	N/A	Implement 4 Physical programmes	Implement 4 Physical programmes	Implement 4 Physical programmes	Implement 4 Physical programmes
						6 Virtual programmes in communities	6 Virtual programmes in communities	6 Virtual programmes in communities	6 Virtual programmes in communities
	Delivery of Education Programmes and Storytelling Performances (Physical and Virtual) targeting schools, and international audiences	Number of educational programmes	N/A	N/A	N/A	80 Education Programmes	80 Education Programmes	80 Education Programmes	80 Education Programmes

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Annual Provincial Education Engagements Conducted to Align Freedom Park Education Programmes to the National Curriculum	Provincial Education Engagement programmes	N/A	N/A	N/A	Number of Provincial engagements 1	Number of Provincial engagements 1	Number of Provincial engagements 1	Number of Provincial engagements 1
	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	5 seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted	3 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

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Commemorate on Heroes and Heroines through commemorative events	Number of commemoration of heroes and heroines	3 commemorations of heroes and heroines (RLH) programme (SADF Raid in Maseru / Lesotho)	7 commemorations of heroes and heroines (RLH) programmes on Boipatong massacre commemoration of the 35th Brazzaville	3 programmes conducted on heroes and heroines (RLH), including the Mamelodi Massacre	2 programmes conducted on the commemoration of heroes and heroines	2programmes conducted on the commemoration of heroes and heroines	2 programmes conducted on the commemoration of heroes and heroines	2 programmes conducted on the commemoration of heroes and heroines
	Commemoration and reflection on the Resistance and Liberation Heritage (RLH)	Commemoration of the Day of Reflection (the Battle of Cuito Cuanavale).	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).	Cuito Cuanavale commemoration event was successfully conducted at Freedom Park on 23 March 2025	1 day of commemoration and reflection of the Battle of Cuito Cuanavale	1 day of commemoration and reflection of the Battle of Cuito Cuanavale	1 days of commemoration and reflection on the Battle of Cuito Cuanavale	1 days of commemoration and reflection of the Battle of Cuito Cuanavale.

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Storytelling event conducted to promote, protect and preserve IKS though story telling	Annual storytelling Festival conducted	1 storytelling event conducted	1 storytelling event conducted	1 storytelling event conducted	1 Storytelling Festival conducted 100 storytelling presentations	1 Storytelling Festival conducted	1 Storytelling Festival conducted	1 Storytelling Festival conducted
							100 storytelling presentations	100 storytelling presentations	100 storytelling presentations
	Dialogues (oral histories) conducted to emancipate the African voice	Number of dialogues conducted	6 dialogues conducted	5 dialogues conducted	11 dialogues conducted	8 dialogues conducted	8 dialogues conducted	8 dialogues conducted	8 dialogues conducted
	Outreach programmes targeted at youth	Programmes targeted at Youth	N/A	N/A	N/A	1 programme targeted at the Youth	1 programme targeted at the Youth	1 programme targeted at the Youth	1 programme targeted at the Youth

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Interfaith and strategic projects conducted to foster reconciliation, social cohesion, nation building and peace	Number of Interfaith and strategic projects conducted	4 Interfaith and strategic programmes conducted	4 Interfaith and strategic projects conducted	6 interfaith and strategic projects conducted	4 Interfaith and strategic projects conducted	4 Interfaith and strategic projects conducted	4 Interfaith and strategic projects conducted	4 Interfaith and strategic projects conducted
	Acquire Heritage resources/relevant sources of information relating to the 7 epochs of the exhibition to emancipate the African Voice	Acquisition of heritage resources and relevant sources of information	N/A	N/A	N/A	8 heritage resources/ relevant sources of information acquired	8 heritage resources/ relevant sources of information acquired	8 heritage resources/ relevant sources of information acquired	8 heritage resources/ relevant sources of information acquired
	Process heritage resources to enhance accessibility	Number of Heritage resources processed	N/A	N/A	N/A	2 000 Heritage resources processed	2 000 Heritage resources processed	2 000 Heritage resources processed	2 000 Heritage resources processed

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Redress, Inclusivity and Access	Digitize heritage resources to enhance accessibility, promote cultural heritage, and support educational and research activities aligned with digital transformation.	Percentage of heritage resources collection digitized online	N/A	N/A	N/A	Digitize 80% of the processed heritage resources	Digitize 80% of 2000 heritage resources processed during the financial year	Digitize 80% of 2000 heritage resources processed during the financial year	Digitize 80% of 2000 heritage resources processed during the financial year
	Collect, verify and validate names of heroes and heroines.	Number of names collected, verified and validated	313 names verified and validated	163 names verified and validate	170 names verified and validated	200 Names collected, Verified and Validated	200 Names collected, Verified and Validated	200 Names collected, Verified and Validated	200 Names collected, Verified and Validated
	Honor the heroes and heroines of the struggles for freedom and humanity by inscribing their names on the Wall of Names	Number of names of heroes and heroines inscribed on the Wall of Names	427 names inscribed on the Wall of Names	172 names inscribed on the Wall of Names	138 names inscribed on the Wall of Names	200 names inscribed on the Wall of Names	200 names inscribed on the Wall of Names	200 names inscribed on the Wall of Names	200 names inscribed on the Wall of Names

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Temporary exhibitions developed / displayed in //hapo to enhance the permanent exhibition	Number of temporary exhibitions developed/displayed	5 temporary exhibitions displayed.	8 temporary exhibitions displayed	8 temporary exhibitions displayed	5 temporary exhibitions displayed	5 temporary exhibitions /developed displayed	5 temporary exhibitions /developed displayed	5 temporary exhibitions /developed displayed
	Research papers / articles completed that decolonize history, heritage and spirituality (RLH), and promote, protect and preserve IKS	Number of heritage and culture sector research/articles completed	11 research papers/articles completed	6 research papers/articles completed	9 research papers/ articles completed	4 Published research papers	4 research papers submitted for publishing in recognized journals	4 research papers submitted for publishing in recognized journals	4 research papers submitted for publishing in recognized journals
						6 Opinion pieces	6 Opinion pieces in public media	6 Opinion pieces in public media	6 Opinion pieces in public media
						6 Interactives articles	6 Interactives articles in //hapo museum interactive terminals and screens	6 Interactives articles in //hapo museum interactive terminals and screens	6 Interactives articles in //hapo museum interactive terminals and screens

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of cultural education programmes	Implement 4 Physical programmes 6 Virtual programmes in communities	1 Physical programme Implement 2 Virtual programmes in communities	1 Physical programme Implement 2 Virtual programmes in communities	1 Physical programme Implement 1 Virtual programmes in communities	1 Physical programme Implement 1 Virtual programmes in communities
Number of educational programmes	80 Education Programmes	20 Education Programmes	20 Education Programmes	20 Education Programmes	20 Education Programmes
Provincial Education Engagement programmes	Number of Provincial engagements 1		1 Provincial engagement conducted		
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 commemoration of heroes and heroines	2 programmes conducted on the commemoration of heroes and heroines		1 commemoration of heroes and heroines (RLH) programmes conducted	1 Commemoration of heroes and heroines (RLH) programme	
Commemoration of the Day of Reflection (the Battle of Cuito Cuanavale).	1 day of commemoration and reflection of the Battle of Cuito Cuanavale			-	1 day of commemoration and reflection of the Battle of Cuito Cuanavale
temporary exhibition displayed	5 temporary exhibition displayed		2 temporary exhibition displayed	2 temporary exhibitions displayed	1 temporary exhibition displayed

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Annual storytelling Festival conducted	1 Storytelling Festival conducted	-		1 Storytelling Festival conducted	
	100 storytelling presentations	40 storytelling presentations	30 storytelling presentations	15 storytelling presentations	15 storytelling presentations
Number of dialogues conducted	8 dialogues conducted	2 dialogues conducted	2 dialogues conducted	2 dialogues conducted	2 dialogues conducted
Programmes targeted at Youth	1 New programme targeted at the Youth	1 New programme targeted at Youth			
Number of Interfaith and strategic projects conducted	4 Interfaith and strategic projects conducted	1 Interfaith and strategic project conducted	1 Interfaith and strategic project conducted	1 Interfaith and strategic project conducted	1 Interfaith and strategic project conducted
Acquisition of heritage resources and relevant sources of information	8 heritage resources/ relevant sources of information acquired	2 Number of Heritage resources/ relevant sources of information acquired.	2 Number of Heritage resources/ relevant sources of information acquired.	2 Number of Heritage resources/ relevant sources of information acquired.	2 Number of Heritage resources/ relevant sources of information acquired.
Number of Heritage resources processed	2 000 Heritage resources processed	500 Heritage resources	500 Heritage resources	500 Heritage resources	500 Heritage resources
Percentage of heritage resources collection digitized online	Digitize 80% of 2000 heritage resources processed during the financial year				Digitize 80% of 2000 heritage resources processed during the financial year

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of names collected, verified and validated	200 Names collected, Verified and Validated	100 Number of names collected, Verified and validated		100 Number of names collected, Verified and validated	
Number of names of heroes and heroines inscribed on the Wall of Names	200 names inscribed on the Wall of Names		100 names inscribed on the Wall of Names		100 names inscribed on the Wall of Names
Number of temporary exhibitions developed/displayed	5 temporary exhibitions /developed displayed	2 dialogues conducted	2 dialogues conducted	2 dialogues conducted	2 dialogues conducted
Number of heritage and culture sector research/articles completed	4 research papers submitted for publishing in recognized journals 6 Opinion pieces in public media 6 Interactives articles in //hapo museum interactive terminals and screens				4 research papers submitted for publishing in recognized journals 6 Opinion pieces in public media 6 Interactives articles in //hapo museum interactive terminals and screens

6.2 Explanation of planned performance over the medium-term period

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

The core business of Freedom Park is based in the Heritage and Knowledge Department as directed by the mandate of the Department of Sport, Arts and Culture as a shareholder. The key outcome of the Heritage and Knowledge Department is 'Redress, Inclusivity and Access'. This outcome contributes and fulfil variably:

- The National Development Plan (NDP), Priority 4: ‘Social Cohesion and Safe Communities’.
- The revised White Paper on Arts and Culture i.e., extension arts, culture and heritage infrastructure, facilities, and resources beyond colonial and apartheid boundaries, providing education, training, and skills through formal and informal programmes.
- The GNU priority, which is ‘building (of) a united and democratic South Africa that in non-racial, non-sexist and prosperous.’

It further talks to ‘promoting nation building, social cohesion and celebrating our diversity as a nation.’ Also, ‘stepping up the fight against racism, sexism, homophobia, and other intolerances’ and ‘build a better Africa and a better World.’

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

Freedom Park honours heroes and heroines of the struggle for freedom and humanity, foster national reconciliation, and continental building. The Heritage and Knowledge Department’s heritage resources, education and research programmes target the previously disadvantaged, women, youth and people with disability as part of fulfilling the outcome of Redress, Inclusivity and Access.

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

The final ambitious project at Freedom Park, i.e., the Gallery of Leaders interpretive center has been completed. The Heritage and Knowledge Department has therefore completed the Garden of Remembrance. National and international leaders have been honored at the Gallery of Leaders, and this include Archbishop Emeritus Demond Tutu, Queen Nzinga, Bantu Steven Biko, Winnie Mandela, Robert Mugabe, Amilcar Cabral Julius Nyarere, Winnie Mandela, Charlotte Maxeke, and, Nelson Mandela to mention but few as outstanding personalities in history. The

names of those honoured by means of inscription on the Wall of Names and displayed through interactive panels at the Gallery of Leaders are across the global society.

S'khumbuto at the sanctuary remains a place of remembrance of those who were experience the hardship of oppression and apartheid. Celebration of people and communities is realized through partnerships that mount temporary exhibitions at //hapo as part of enhancing the story line. The story line is also supported through purchase of literature, acceptance of donations from organizations and individuals which are deposited into the Pan African Archive. The revival of the Names Database adds to the value of retrieval and access of the names collected through the end-user. Such free-standing sources contribute to easy access to our knowledge-based resources.

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

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

The Heritage and Knowledge Department depends on available funds and policy directives to fulfill its mandate as the core business of the organization. This financial enabler will give results of planned performance within the 5-year strategic plan. and Outstanding infrastructure such as Sentlhaga, Green Room, Sign Language, digitization, Nursery, and maintenance of various heritage resources need further funding. Brail

Facilities are a requirement for both //hapo and Gallery of Leaders and the project is urgent as part of compliance. Online- Public Access Catalogue (OPAC) for heritage resources remains a need for the department.

Funds are needed to market Freedom Park as a destination of choice to attract international and continental clients through partnership and tourist ventures. This is the responsibility of Finance and Marketing to implement a workable action to attract visitors. To remain relevant, the Indigenous Knowledge Hub needs funding as part of inclusivity and redress. The core business of the Heritage and Knowledge Department can effectively be rolled out with the involvement of a variety of indicators and targets in the Corporate Services Department. Collaboration with SADC countries and the African Union in areas including the signing of Memoranda of Understanding (MOUs) and Liberation Heritage will benefit in building a visible brand for Freedom Part as a heritage destination. The brand visibility is still a challenge that affects the Park and a heritage destination. With new and additional responsibilities on Matola Raid Interpretive Centre and Monument and Samora Machel Monument, Freedom Part has an opportunity to grow its standing as a unique shrine and destination across the border and thereby increase the tourism market and South Africa's response to what it benefited through the history of struggle and liberation from countries such as Mozambique, Lesotho, and Botswana. These extra responsibilities have implications on human resources. Some of the programmes can be achieved through long-term planning and inclusion of affected communities and workers. Therefore, the Heritage and Knowledge Department as the core business of the organization has responsibilities beyond the borders of South Africa and with good funding it can leverage on heritage tourism and proof to be the best model in the sphere of liberation heritage for the region and South Africa.

8. Programme 3: Public Engagement

Purpose: The programme contributes to Government Priority 3 supported by DSAC of "Social Cohesion and Safe Communities Cohesion" and priority 2 "Reduce Poverty and Tackle the High Cost of Living" by communicating, marketing, reaching out to communities and building relations to increase demand and consumption of Freedom Park products and services.

Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Increased demand and consumption of products and services	Increase registered visitors	Number of registered feet-through the gate	10 000 registered feet-through the gate	37 729 registered feet-through the gate	67 091 registered feet-through the gate	70 000 registered feet-through the gate	70 000 registered feet-through the gate	70 000 registered feet-through the gate	70 000 registered feet-through the gate
		Number of digital platforms visitors' engagement	10 000 digital platforms visitors' engagement	167 443 digital platforms visitors' engagement	119 722 digital platforms visitors' engagement	400 000 digital platforms visitors' engagement	400 000 digital platforms visitors' engagement	400 000 digital platforms visitors' engagement	400 000 digital platforms visitors' engagement
	Partnerships with local, continental and international stakeholders	Number of strategic partnerships signed and activated	N/A	N/A	N/A	4 strategic partnerships signed and activated	4 strategic partnerships signed and activated	4 strategic partnerships signed and activated	4 strategic partnerships signed and activated

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Providing free entry to deserving communities	Number of community groups provide free access annually	N/A	N/A	N/A	Provide 1000 individuals free entry to deserving community groups	Provide 1000 individuals free entry to deserving community groups	Provide 1000 individuals free entry to deserving community groups	Provide 1000 individuals free entry to deserving community groups
Skills Development Programmes Linked to Heritage Preservation	Number of people trained in heritage and tourism-related skills	Number of people trained in heritage and tourism-related skills	N/A	N/A	N/A	10 Number of people trained in heritage and tourism-related skills	10 Number of people trained in heritage and tourism-related skills	10 Number of people trained in heritage and tourism-related skills	10 Number of people trained in heritage and tourism-related skills
Enhance brand positioning and increased revenue generation serving as a premier venue for high-profile corporate events.	Increased Annual revenue generated from high-premium corporate events and the Number of high-premium corporate events hosted per year.	Increased Annual revenue generated from high-premium corporate events and the Number of high-premium corporate events hosted per year.	N/A	N/A	N/A	Host a cumulative total of 2 high-premium corporate events	Host a cumulative total of 2 high-premium corporate events	Host a cumulative total of 2 high-premium corporate events	Host a cumulative total of 2 high-premium corporate events

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Enhanced public awareness, increased visitor numbers, and strengthened brand identity as a premier cultural and historical destination in South Africa.	Growth in repeat visitors measured through the loyalty programme and Increased market reach and engagement metrics from advertising campaigns	Growth in repeat visitors measured through the loyalty programme and Increased market reach and engagement metrics from advertising campaigns	N/A	N/A	N/A	Enroll 1,000 members in the customer loyalty programme within five years	Enroll 1,000 members in the customer loyalty programme within five years	Enroll 1,000 members in the customer loyalty programme within five years	Enroll 1,000 members in the customer loyalty programme within five years
						Attain a 20% growth in market engagement as indicated by campaign analytics.	Attain a 20% growth in market engagement as indicated by campaign analytics.	Attain a 20% growth in market engagement as indicated by campaign	Attain a 20% growth in market engagement as indicated by campaign

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of registered feet-through the gate	70 000 registered feet through the gate	20,000 feet through the gate	30,000 feet through the gate	15 000 feet through the gate	5 000 feet through the gate
Number of digital platform visitors' engagement	400,000 digital platform visitors' engagement	100 000 digital visitors	150 000 digital visitors	100 000 digital visitors	50 000 digital visitors
Number of strategic partnerships signed and activated	4 strategic partnerships signed and activated	2 strategic partnerships was signed and activated		2 strategic partnerships signed and activated.	N/A
Providing free entry to deserving communities	Number of free-entry events	-	-	-	Provide 1 000 individuals with free entry.
Number of people trained in heritage and tourism-related skills	10 Number of people trained in heritage and tourism-related skills	-	-	-	10 Number of people trained in heritage and tourism-related skills
Increased Annual revenue generated from high-premium corporate events and Number of high-premium corporate events	Host a cumulative total of 2 high-premium corporate events.	-	-	-	Host a cumulative total of 2 high-premium corporate events.
Growth in repeat visitors measured through the loyalty programme and Increased market reach and engagement metrics from advertising campaigns	Enroll 1,000 members in the customer loyalty programme within five years and Attain a 20% growth in market engagement as indicated by campaign analytics				Enroll 1,000 members in the customer loyalty programme within five years and Attain a 20% growth in market engagement as indicated by campaign analytics

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 Public Engagement Programme supports the Government's focus on building "Social Cohesion". The programme focuses on increasing demand for Freedom Park products and services in the next medium-term period. This will be done through various interventions to support the envisaged outcomes by positioning Freedom Park as a historical and heritage destination that can attract all strata of society, particularly the designated groups: women, children, and people with disabilities.

Positioning will be done by identifying and tailoring campaigns aimed at various target markets, inclusive of youth and women in honouring heroes and heroines of the eight struggles memorialized by Freedom Park. These interventions will help portray and celebrate the role played by youth and women in the eight conflicts depicted on the Wall of Names. In addition, schoolchildren will be targeted to expose them to South African history and liberation and freedom heritage, to encourage the emancipation of African Voices in their journey to have a decolonized education.

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

The Public Engagement Programme has a consistent record of achievement through the meeting of set targets. That lays a good platform for future growth. To achieve better growth three (3) interventions will be embarked upon – enhancing brand awareness, increasing visitor numbers, and revenue generation.

Enhancing the Freedom Park Brand will take the form of communications campaigns, marketing campaigns, and public relations efforts. The mainstream media (print, online, television, and radio) will be used to publicize the organization's programmes and views around contemporary

issues. Mentions in the mainstream media are a proven method through which the public, both local and international, will get to know about Freedom Park as an institution and destination, and its offerings.

Marketing through various platforms will also be undertaken, as well as public relations exercises. Some of the platforms that will be used include but will not be limited to advertising, participation at expos (local and international), use of social media platforms, and outreach to schools and community organizations. Brand awareness should be translated into increased visitor numbers.

The introduction of public awareness campaigns through the establishment of signature events will be a key component of efforts to attract various target markets to visit the Park and utilize its offerings and services. Some of the signature events will include public lectures, music concerts and social media, and other marketing campaigns such as permits for photo shoots, and documentaries/filming on the heritage site. Several ambassadorial initiatives to engage young people/ patriots in instilling the pride of the national identity will be established in partnership with various organizations. Friends of Freedom Park will be revived and converted into a revenue driver for sourcing funds for the organisation.

Events organizing and attracting events hosted by government departments, state agencies, and public and private organizations will be another way to expose Freedom Park to more people. Key to this approach will be to ensure that the events participants are encouraged to return as visitors.

The above – enhanced brand awareness, increased visitor numbers, and events – should lead to better revenue generation. Whereas Freedom Park will remain largely reliant on the grants from DSAC, the organisation intends to reduce overreliance on the department by generating more revenue. The two major sources of revenue will be admission fees and paid-for events that the organisation will host.

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

The Public Engagement Programme is aimed at achieving two strategic goals, namely, to contribute to social cohesion by positioning Freedom Park as a symbol of national identity and to mobilize institutions through active partnerships with national, continental, and local institutions to emancipate the African voice. Central to these goals is the increase demand and consumption of products and services. These products and services are targeted mainly at tourists and guests visiting Freedom Park and they include the Museum, Garden of Remembrance, restaurant, Gift Shop, and a variety of exhibitions, events, seminars, and dialogues.

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

- reconciliation between previously polarized racial and cultural groups
- reconciliation within communities
- reconciliation between individuals in terms of identity

It is critical that all South Africans get to identify with and embrace Freedom Park as a place of diversity, where people from all walks of life and backgrounds can see and hear themselves in the storyline told through the different offerings in the park. The brand awareness programmes outlined earlier will be targeted at all racial groups within the country, as well as the African continent and beyond.

9. Programme Resource Considerations

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

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Budget	**Budget**	**Budget**	**Budget**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**
Operating subsidy from DSAC	107 623	104 522	105 341	110 973	115 976	114 701	119 889	125 721
Deferred Income – Capital grant	6 349	43 170	23 017	9 315	10 000	18 000	0	0
Sales Revenue and Interest	3 966	8 483	8 416	2 376	3 931	4 094	4 273	4 464
TOTAL	**117 938**	**156 175**	**136 774**	**122 664**	**129 907**	**136 796**	**124 162**	**129 736**

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Rand thousand	**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**
Objective/Activity								
Administration	352 097	337 209	348 533	81 838	83 402	81087	84 810	88 617
Business development	22 633	22 088	27 282	24 637	25 343	44 392	27 542	28 779
Public engagement	7 063	9 047	9 181	10 189	10 865	11314	11 808	12 338
Samora Machel and Matola Museums	1 718	8 300	9 300	6 000	10 297			
Total	**383 511**	**376 644**	**394 296**	**122 664**	**129 907**	**136 796**	**124 161**	**129 735**

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Rand thousand	**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**
Economic classification								
Current payments	**383 511**	**376 644**	**394 296**	**122 664**	**129 907**	**136 796**	**124 161**	**129 735**
Compensation of employees	**60 158**	**58 316**	**58 948**	**63 245**	**63 245**	**65 863**	**68 735**	**71 821**
Salaries and wages	60 158	58 316	58 948	63 245	63 245	65 863	68 735	71 821
Social contributions	-	-	-	-	-	-	-	
Goods and services	**308 611**	**318 328**	**335 348**	**59 419**	**66 662**	**72 932**	**55 427**	**57 914**
Of which								
Audit costs: External	4 013	2 476	3 288	2 640	2 759	2 873	2 998	3 133
Communication (GandS)	568	1 312	1 805	1 123	1 274	1 327	1 385	1 447
Computer services	2 823	3 064	4 885	4 786	5 000	5 207	5 434	5 678
Consultants: Business and advisory services	607	2295	1 890	1 088	1 637	1 706	1 779	1 895
Legal services (GandS)	827	433	1 533	750	750	781	815	852
Objective/Activity								
Science and technological services	-	-	-	-	-		-	
Contractors	9 588	6 675	7 158	9 055	9 461	9 853	10 282	10 744
Maintenance and repairs of other fixed structures	9 588	6 675	7 158	9 055	9 461	9 853	10 282	10 744
Agency and support/outsourced services	8 045	811	4 236	4 457	4 657	4 850	5 061	5 289
Operating leases	263 801	247 298	247 630	985	5 875	6 118	6 385	6 672
Travel and subsistence	428	190	-	261	272	283	296	308
Training and development	750	574	823	750	1 100	1 146	1 195	1 249
Operating payments	17 161	52 202	62 099	33 524	33 877	36 789	19 795	20 683
Depreciation	14691	-	-	-	-	-	-	

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Rand thousand	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Planning Budget Estimate	Planning Budget Estimate	Planning Budget Estimate	Planning Budget Estimate
Losses from	**51**	-	-	-	-	-	-	
Sale of fixed assets	-	-	-	-	-	-	-	
Impairments and Adjustments to Fair Value	51	-	-	-	-	-	-	
Adjustments to Fair value of financial assets	-	-	-	-	-	-	-	
Impairments to non-financial assets	51	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	
Interest, dividends, and rent on land	-	-	-	-	-	-	-	
Total Expenditure	**383 511**	**376 644**	**394 296**	**122 664**	**129 907**	**136 796**	**124 161**	**129 735**
Adjustments to Fair value of financial assets	-	-	-	-	-	-	-	-
Impairments to non-financial assets	51	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Interest, dividends, and rent on land	-	-	-	-	-	-		
Total Expenditure	**383 511**	**394 296**	**122 664**	**129 907**	**136 796**	**124 161**	**129 735**	**130 735**

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

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

Administration	**Audited outcomes**				**MTEF Expenditure Estimates**			
	2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
Economic classification:								
Compensation of employees	35 563	35 367	32 521	32 377	35 643	37 119	38 737	40 476
Goods and services	316 534	301 842	316 012	299 963	47 759	43 969	46 073	48 141
Total expenses	352 097	337 209	348 533	332 340	83 402	81 088	84 810	88 618
Staff complement (no.)	55	53	55	55	55	55	55	55
Business development	**Audited outcomes**				**MTEF Expenditure Estimates**			
	2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
Economic classification:								
Compensation of employees	20 081	16 368	20 418	21 326	21 326	22 209	23 177	24 218
Goods and services	2 552	5 720	6 864	3 311	4 017	4 183	4 366	4 562
Total expenses	22 633	22 088	27 282	24 637	25 343	44 392	27 543	28 780

Staff complement (no.)	20	22	23	23	23	23	23	23
Public engagement	**Audited outcomes**				**MTEF Expenditure Estimates**			
	2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
Economic classification:								
Compensation of employees	4 514	6 581	6 009	6 276	6 276	6 536	6 821	7 127
Goods and services	2 549	2 466	3 172	3 913	4 589	4 779	4 987	5 211
Total expenses	7 063	9 047	9 181	10 189	10 865	11 315	11 808	12 338
Staff complement (no.)	18	15	18	18	18	18	18	18
	Audited outcomes				**MTEF Expenditure Estimates**			
	2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2027/28**
Liliesleaf, Samora Machel and Matola Museums	1 718	8 300	9 300		10 297	-	-	-
Total expenses	**383 511**	**376 644**	**394 296**	**367 166**	**129 907**	**136 795**	**124 161**	**129 735**

10. Updated Key Risks

Outcomes	Key Risks	Risk Mitigations
Redress, Inclusivity and Access	Failure to digitize cultural resources	Benchmarking Exercise with other related institutions and report with recommendation
Redress, Inclusivity and Access	Failure to acquire cultural resources and other sources of information	Acquisition through research, dialogues and donations.
Redress, Inclusivity and Access	Inadequate recognition of diverse heroes & heroines of the struggle for humanity	Identify new names and events for Commemorations Identify names database
Build a Capable, Ethical State	Job Creation	Identify potential projects with employment capacity Review of Specific Goals Points (Focus on Women, Youth AND Disability)
Secure and formalized tenure of the Freedom Park site through documented agreement or title transfer from DPW	Unresolved Land Ownership	Management to prepare a comprehensive report detailing the current status Include land ownership as a standing agenda item in EXCO and Board discussions
Build a Capable, Ethical State	Financial sustainability	Feasibility study for Resource Mobilization Initiatives Mountain Bike Challenge
Improve effectiveness and efficiencies in governance	ICT Infrastructure Security and Maintenance	Antivirus software Monthly firewall maintenance reports

Outcomes	Key Risks	Risk Mitigations
Build a Capable, Ethical State	Audit Qualification	Annual training for responsible employees on GRAP and relevant update Audit readiness plan Preliminary 9 months AFS (Interim Financials) Quarterly compliance
Improve the brand image for sustainability of the institution	Reputational damage	Develop a reputational risk response plan

11. Public Entities

N/A

12. Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total estimated cost	Current year's expenditure	Longitude (East/West/+X)	Latitude (North/South/-Y)
1.	Maintenance of Reed lights	Business Development	Reed lights	Maintenance of lights	December 2023	March 2027	R 2 000 000	R0.00		
2	Construction of the Phase 1 Welcome Centre	Administration	Construction	Capital	November 2025	May 2026	R7 000 000	R 386 059		
3.	Supply, Install and Inscribe Names at Wall of Names	Administration	Name Inscription	Inscription in the Wall of Names	January 2025	December 2028	R4 500 000	R0		
4.	Servicing of Distribution Board for Compliance and repairs and maintenance of generators	Administration	Serving of DB and repairs of generators	Electrical Certificate of Compliance for the site	November 2025	June 2026	R2 000 000	R0		
5.	Repairs and Maintenance of HVAC, Air conditioning at Freedom Park	Administration	Repairs and Maintenance	HVAC, Airconditioning at Freedom Park	October 2025	September 2026	R1 000 000	R0		

13. Public Private Partnerships

PPP Name	Purpose	Outputs	Current value of Agreement	End-date of Agreement
Dandozest Restaurant	To source specialized skills to operate restaurant facilities and to enable Freedom Park to focus on its core activity.	• Improved efficiencies. • Quality service delivery. • Revenue generation. • BBBEE Compliance and job creation.	7.5% of total revenue collected	30 April 2026

Part D: Technical Indicator Descriptions (TIDs)

Indicator Title	**Total revenue generated in cash and in-kind raised**
Definition	Increase revenue generation through creative activities.
Source of data	Financial statements, quarterly and monthly reports, and assets register.
Method of calculation/ assessment	Simple count.
Means of verification	Confirmation letters from donors/Financial statement
Assumptions	Factors that are accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually – 4th Quarter
Desired Performance	R6 million • R4 million in Cash • R2 Million in Kind) Raised.
Indicator Responsibility	Chief Financial Officer

Indicator Title	**Number of job opportunities created**
Definition	Create employment opportunities in cultural and heritage sectors.
Source of data	Confirmation letters from service providers.
Method of calculation/ assessment	Simple count.
Means of verification	Confirmation letters from service providers.
Assumptions	Job opportunities available.
Disaggregation of Beneficiaries (where applicable)	Target for Youth/Women/Men/ Persons with disabilities - 50% Employment type: Temporary / Permanent- 50%

Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired Performance	20 jobs created.
Indicator Responsibility	Chief Financial Officer

Indicator Title	**Clean audit Opinion**
Short definition	The indicator measures the effectiveness of developed and implemented internal controls for effective and efficient financial management, organizational performance management and ensures 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 utilization of public funds
Source of data	Audit reports and annual financial statements.
Method of calculation/ assessment	Verify the audit opinion expressed by the Auditor-General of South Africa (AGSA) in the final signed Audit Report
Means of verification	Auditors Report
Assumptions	Simple count of unqualified audit opinions.
Disaggregation of Beneficiaries (where applicable)	Internal controls and procedures will be followed.
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting cycle	Annually – 2nd 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	Implement projects from the ICT Strategy.
Source of data	ICT Strategy documents and implementation logs.
Method of calculation/ assessment	Percentage measure and absolute number automated projects completed
Means of verification	ICT Strategy documents and implementation logs.
Assumptions	ICT projects will receive adequate funding.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non – Cumulative
Reporting Cycle	Annually 4th Quarter
Desired Performance	20% of ICT projects implemented
Indicator Responsibility	Chief Financial Officer

Indicator Title	**Percentage of spending to procure goods and services from youth, women and people with disability**
Definition	Support youth, women, and marginalized groups through procurement.
Source of data	Central Supplier Database, BBBEE certificate, or Company Registration.
Method of calculation/ assessment	Total spent on goods and services from youth, women and people with disability / by the Total spent in the period, x by 100.”
Means of verification	Purchase orders and appointment or confirmation letters.
Assumptions	Procurement of goods and services prioritizes previously disadvantaged groups.
Disaggregation of Beneficiaries (where applicable)	Targets for Women, Youth, and People with Disabilities.
Spatial Transformation (where applicable)	N/A

Indicator Title	**Percentage of spending to procure goods and services from youth, women and people with disability**
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	70% of all procurement allocated to enterprises owned by youth, women and persons with disabilities
Indicator Responsibility	Chief Financial Officer

Indicator Title	**Number of Cultural education programmes**
Definition	Develop and implement community-based projects that enhance socio-economic resilience, promote cultural preservation, and create local employment opportunities.
Source of data	Project implementation reports.
Method of calculation/ assessment	Simple count of projects implemented.
Means of verification	Project implementation reports.
Assumptions	Community participation and funding for projects will be available.
Disaggregation of Beneficiaries (where applicable)	Community groups, youth, women.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4 physical community programmes 6 Virtual programmes
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	**Number of educational programmes**
Definition	Increase access to cultural education by delivering physical or virtual presentations.
Source of data	Program logs, attendance registers.

Method of calculation/ assessment	Simple count of presentations.
Means of verification	Program logs, attendance registers
Assumptions	Continued public demand for educational programmes.
Disaggregation of Beneficiaries (where applicable)	Underserved communities, youth, women, marginalized groups.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	80 Educational Programmes
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	**Provincial Education Engagement programmes**
Definition	Increase engagements, collaboration and discussion with departments of education to FP educational programmes with national curriculum
Source of data	Program logs, attendance registers.
Method of calculation/ assessment	Simple count of presentations.
Means of verification	Program logs, attendance registers.
Assumptions	Continued public demand for educational programmes.
Disaggregation of Beneficiaries (where applicable)	Underserved communities, youth, women, marginalized groups.
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually – 2nd quarter
Desired Performance	1 provincial Engagements

Indicator Title	Provincial Education Engagement programmes
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	Number of seminars/conferences /public lectures conducted
Definition	Conduct seminars/conferences/public lectures to emancipate the African voice.
Source of data	Event logs, participation records
Method of calculation/ assessment	Simple count of seminars / conferences / public lectures...
Means of verification	Event logs, participation records.
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- 2nd Quarter and 4th Quarter
Desired Performance	2 seminars/conferences/public lectures
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	Number of commemorations of heroes and heroines conducted
Definition	Commemorate heroes and heroines through commemorative events.
Source of data	Event program and participation logs.
Method of calculation/ assessment	Simple count of events.
Means of verification	Event program and participation logs
Assumptions	Continued interest in commemorative events for cultural and historical heritage.

Indicator Title	**Number of commemorations of heroes and heroines conducted**
Disaggregation of Beneficiaries (where applicable)	Public, including women, youth, marginalized groups.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-Annually - 2nd Quarter and 3rd Quarter
Desired Performance	2 commemorations
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	**Commemoration of the day of reflection, the Battle of Cuito Cuanavale.**
Definition	Annual event to observe and memorialize 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	Concept document; Programme
Assumptions	Development of a concept document as a guideline
Disaggregation of Beneficiaries (where applicable)	The event on RLH depends on budget availability
Spatial Transformation (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
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	1 days of commemoration and reflection of the Battle of Cuito Cuanavale
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	Annual storytelling festival conducted
Definition	Conduct storytelling events to promote, protect, and preserve Indigenous Knowledge Systems (IKS) through story telling.
Source of data	Event records, participant logs.
Method of calculation/ assessment	Simple count of storytelling festival.
Means of verification	Event records, participant logs.
Assumptions	Continued public interest in IKS.
Disaggregation of Beneficiaries (where applicable)	Public, including youth, women, and people with disabilities.
Spatial Transformation (where applicable)	Event will be attended by a variety of publics including woman, youth and people with disabilities. Events will ensure participation by a variety of experts from various relevant disciplines and types of institutions.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	1 storytelling festival. 100 Storytelling presentations
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	Number of dialogues conducted
Short definition	Conduct dialogues to emancipate the African voice.
Source of data	Dialogue concept papers, participant records.
Method of calculation/ assessment	Simple count of dialogues
Means of verification	Dialogue concept papers, participant records
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.

Indicator Title	Number of dialogues conducted
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	8 dialogues.
Indicator responsibility	HOD: Heritage and Knowledge

Indicator Title	Programmes targeted at Youth
Definition	Outreach programmes targeted at youth
Source of data	Number of youths that benefitted from the outreach programme/ Number of outreach programmes conducted/attendance registers
Method of calculation/ assessment	Simple count of youth benefiting from programme/simple count of programmes benefitting youth
Means of verification	Outreach programmes conducted/attendance registers.
Assumptions	Strategically positioning programmes and marketing initiatives which will attract visitors to the Freedom Park
Disaggregation of Beneficiaries (where applicable)	Youth
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually – 1st Quarter
Desired Performance	1 New programme targeted at Youth.
Indicator Responsibility	HOD: Corporate Services

Indicator Title	Number of interfaith and strategic projects conducted
Definition	Conduct interfaith and strategic programmes to foster reconciliation, social cohesion, and peace.

Indicator Title	Number of interfaith and strategic projects conducted
Source of data	Programme reports, participation logs.
Method of calculation/ assessment	Simple count of programmes conducted.
Means of verification	Programme reports, participation logs.
Assumptions	Continued public interest in interfaith and strategic programmes.
Disaggregation of Beneficiaries (where applicable)	Faith-based participants, public including women, youth, and people with disabilities.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4 interfaith and strategic programmes
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	Acquisition of heritage resources and relevant sources of information
Definition	Acquiring heritage resources that reflect the diverse cultural narratives of the community.
Source of data	Acquisition logs, donor reports.
Method of calculation/ assessment	Simple count of acquired resources.
Means of verification	Acquisition logs, donor reports.
Assumptions	Heritage resources will be available for acquisition.
Disaggregation of Beneficiaries (where applicable)	Public, including women, youth, and people with disabilities.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)

Indicator Title	**Acquisition of heritage resources and relevant sources of information**
Reporting Cycle	Quarterly
Desired Performance	8 heritage resources acquired.
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	**Number of heritage resources processed**
Definition	Process heritage resources according to established standards.
Source of data	Cataloguing logs and heritage resource reports.
Method of calculation/ assessment	Simple count of processed resources.
Means of verification	Cataloguing logs and heritage resource reports
Assumptions	Adequate staffing and funding to process heritage resources.
Disaggregation of Beneficiaries (where applicable)	Public, including women, youth, and people with disabilities.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	2 000 heritage resources processed.
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	**Percentage of Heritage resource collection digitized online**
Definition	Digitize heritage resources to enhance accessibility, promote cultural heritage, and support educational and research activities.
Source of data	Digitization documents and logs.
Method of calculation/ assessment	Number of Heritage Resources Digitized only / by the Total required in the period (2000), x by 100

Indicator Title	Percentage of Heritage resource collection digitized online
Means of verification	Digitization strategy documents and logs.
Assumptions	Adequate resources to support digitization efforts.
Disaggregation of Beneficiaries (where applicable)	General public, including women, youth, and people with disabilities.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annually – 4th Quarter
Desired Performance	Digitize 80% of processed 2000 heritage resources
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	Number of names collected, verified and validated
Definition	Conduct workshops to verify and validate names of heroes and heroines across race, class, gender, and age divisions.
Source of data	Criteria document for names collection and verifications; Terms of reference for names verification
Method of calculation/ assessment	Simple count of names validated, Names data is verified and validated by researchers and Names Verification Committee
Means of verification	List of names verified, Names collected, verification criteria etc.
Assumptions	Availability of sources from which to gather names. Submission by the public / organizations. 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 – 1st and 3rd Quarter
Desired Performance	200 names collected, verified and validated

Indicator Title	Number of names collected, verified and validated
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	Number of names of heroes and heroines inscribed on the Wall of Names
Definition	Honor the heroes and heroines of the struggles for freedom and humanity by inscribing their names on the Wall of Names.
Source of data	Inscription records and approval reports.
Method of calculation/ assessment	Simple count of names inscribed.
Means of verification	Inscription records and approval reports.
Assumptions	Verified and validated names will be available for inscription.
Disaggregation of Beneficiaries (where applicable)	Public, including women, youth, and people with disabilities.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-annually – 2nd and 4th Quarter
Desired Performance	200 names inscribed.
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	Number of temporary exhibitions developed/displayed
Definition	Install temporary exhibitions in //hapo to enhance the permanent exhibition.
Source of data	Exhibition installation records, // hapo storyline; exhibition concept
Method of calculation/ assessment	Simple count of installed temporary exhibition.
Means of verification	Exhibition installation records

Indicator Title	Number of temporary exhibitions developed/displayed
Assumptions	Adequate funds and proposals for new exhibitions will be available.
Disaggregation of Beneficiaries (where applicable)	Public, including youth, women, and people with disabilities.
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
Desired Performance	5 temporary exhibitions
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	Number of heritage and culture sector research/articles completed
Definition	Complete research papers that decolonize history, heritage, and spirituality and promote Indigenous Knowledge Systems (IKS).
Source of data	Research policy documents and paper submissions.
Method of calculation/ assessment	Simple count of papers completed.
Means of verification	Research policy documents and paper submissions.
Assumptions	Continued funding and interest in IKS research.
Disaggregation of Beneficiaries (where applicable)	Research community, general public.
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually – 4th quarter
Desired Performance	4 published Research papers,6 opinion pieces written and 6 Interactive articles.
Indicator Responsibility	HOD: Heritage and Knowledge

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 entry registered per annum.
Means of verification	CRM reports or Guest Relations registry
Assumptions	Positioning activities will attract visitors to the Freedom Park
Disaggregation of Beneficiaries (where applicable)	• 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	70 000 registered feet through the gate
Indicator Responsibility	HOD: Corporate Services

Indicator Title	Number of digital platform visitors' engagements
Definition	Enhance digital engagement and broaden FP's digital audience.
Source of data	Google Analytics, CRM reports.
Method of calculation/ assessment	Simple count of digital engagements.
Means of verification	Confirmation letters from service providers.
Assumptions	Increasing use of digital platforms and access to technology will continue to grow.
Disaggregation of Beneficiaries (where applicable)	Public, including youth, women, and people with disabilities.
Spatial Transformation (where applicable)	N/A

Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	400 000 digital engagements.
Indicator Responsibility	HOD: Corporate Services

Indicator Title	**Number of strategic partnerships signed and activated**
Short definition	Establish strategic partnerships with key stakeholders to support cultural, educational, and economic initiatives.
Source of data	Partnership agreements, reports.
Method of Calculation/ assessment	The number of signed strategic partnerships signed and activated
Means of verification	Partnership agreements, reports
Assumptions	Change of signing or implementation dates due to unforeseen circumstances
Disaggregation of Beneficiaries (where applicable)	Public, including w men, youth, and marginalized groups.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting cycle	Bi -Annually -1st and 3rd Quarter
Desired performance	4 partnerships activated
Indicator responsibility	HOD: Heritage and Knowledge

Indicator Title	**Number of community groups provide free access annually**
Definition	Provide free-entry events for 5000 individuals.
Source of data	Ticketing system, subsidy logs.
Method of calculation/ assessment	Simple count of beneficiaries.

Indicator Title	Number of community groups provide free access annually
Means of verification	Ticketing system, subsidy logs. Free entry agreements
Assumptions	Funding will be available to provide subsidies for participants.
Disaggregation of Beneficiaries (where applicable)	Underserved communities, youth, women, marginalized groups.
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually – 4th Quarter
Desired Performance	Provide 1 000 individuals free entry to deserving community groups
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	Number of people trained in heritage and tourism-related skills
Definition	Train participants, including youth and marginalized groups in heritage and tourism-related skills
Source of data	Training logs, participant registers.
Method of calculation/ assessment	Simple count of participants trained.
Means of verification	Training logs, participant registers.
Assumptions	Adequate interest from marginalized groups in entrepreneurship training.
Disaggregation of Beneficiaries (where applicable)	Youth and marginalized groups/individuals
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	10 people trained

Indicator Title	**Number of people trained in heritage and tourism-related skills**
Indicator Responsibility	HOD: Corporate Services

Indicator Title	**Increased annual revenue generated from high premium corporate events and the Number of high-premium corporate events hosted per year**
Definition	Increase annual revenue generated from high premium corporate events that would not be subsidized by Freedom Park.
Source of data	Programme implementation reports, attendance records, financial records
Method of calculation/ assessment	Simple count of programmes implemented.
Means of verification	Confirmation letters from service providers.
Assumptions	Positioning Programmes will attract high premium corporates
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually -4th Quarterly
Desired Performance	2 High premium Corporate Events.
Indicator Responsibility	HOD: Heritage and Knowledge

Indicator Title	**Growth in repeat visitors measured through the loyalty programme and Increased market reach and engagement metrics from advertising campaigns**
Definition	Growth in repeated visitors measured through loyalty programmes and increased market research and engagement metric from advertising campaigns events
Source of data	Programme implementation reports, Loyalty and engagement metrics/analytics.
Method of calculation/ assessment	Simple count of Loyalty members
Means of verification	Programme implementation reports, Loyalty and engagement metrics/analytics

Indicator Title	**Growth in repeat visitors measured through the loyalty programme and Increased market reach and engagement metrics from advertising campaigns**
Assumptions	Positioning Programmes will attract repeat visitors to Freedom Park
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	2 High premium Corporate Events.
Indicator Responsibility	HOD: Corporate Services

Annexure A: Amendments to the Revised 2025/30 Strategic Plan

N/A

Annexure B: Conditional grants.

Name of grant	Purpose	Outputs	Current annual budget (R thousands)	Period of grant
N/A				

Annexure C: Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
Freedom Park	Total revenue generated in cash and in-kind raised	R6 Million Internally generated revenue in cash and in-kind raised	Financial statements, quarterly and monthly reports, and assets register.
	Number of job opportunities created	20 job opportunities created	Confirmation letters from service providers.

Institution	Output Indicator	Annual Target	Data Source
	Clean audit opinion	Clean audit opinion	Audit reports and annual financial statements.
	Percentage of projects implemented from the ICT Strategy	Implemented 20% of ICT projects from the ICT Strategy.	ICT Strategy documents and implementation logs.
	Percentage of spending to procure goods and services from youth, women, and persons with disability	70% of all procurement transactions awarded to youth, women and people with disability	Central Supplier Database, BBBEE certificate, or Company Registration.
	Percentage of Heritage resources collection digitized online	2000 Heritage resources digitized	Digitization strategy documents and logs.
	Acquisition of heritage resources and relevant sources of information	8 cultural resources acquired	Acquisition logs, donor reports.
	Number of Heritage resources processed	2 000 Heritage resources processed	Cataloguing logs and heritage resource reports.
	Number of names of heroes and heroines inscribed on the Wall of Names	200 names inscribed on the Wall of Names	Inscription records and approval reports.
	Number of temporary exhibitions developed / displayed in	6 temporary exhibitions /developed displayed	Exhibition installation records, // hapo storyline; exhibition concept
	Commemoration of the day of Reflection (The Battle of Cuito Cuanavale)	1 day of Reflection Commemoration of the day of reflection, the Battle of Cuito Cuanavale).).	Concept document; Programme
	Number of commemoration of heroes and heroines	2 programmes conducted on the commemoration of heroes and heroines	Event programme and participation logs.
	Number of educational programmes	80 Education programmes	Programme logs, attendance registers.
	Number of cultural education programmes	4 physical community programmes 6 Virtual programmes in communities	Project implementation reports.

Institution	Output Indicator	Annual Target	Data Source
	Provincial Education Engagements programmes	1 Number of provincial Engagements	Programme logs, attendance registers.
	Percentage of Heritage resource collection digitized online	Digitize 80% of 2000 processed heritage resources	The digital asset management system (DAMS) or an internal database tracking the digitization status of each collection item
	Programmes targeted at Youth	1 Programmes targeted at Youth	Number of youths that benefitted from the outreach programme/ Number of outreach programmes conducted attendance register
	Annual storytelling event conducted	1 storytelling event conducted 100 Story telling presentation	Event records, participant logs.
	Number of names of heroes and heroines collected verified and validated	200 names collected, verified and validated	Criteria document for names collection and verifications; Terms of reference for names verification.
	Number of community groups provide free access annually	Implement 2 community-based projects	Project implementation reports.
	Number of heritage and culture sector research / articles completed	4 Submitted for Publishing research papers in recognized journals 6 Opinion pieces in public media 6 Interactives articles in //hapo museum interactive terminals	Research policy documents and paper submissions.
	Number of seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted	Event logs, participation records
	Number of dialogues conducted	8 dialogues conducted	Dialogue concept papers, participant records.
	Number of Interfaith and strategic projects conducted	4 Interfaith and strategic projects conducted	Programme reports, participation logs.
	Number of Time Travel education events conducted	1 Time Travel education events conducted	Event logs, participant registration.

Institution	Output Indicator	Annual Target	Data Source
	Number of people trained in heritage and tourism-related skills	10 Number of people trained in heritage and tourism-related skills	Training logs, participant registers.
	Number of registered feet-through the gate	70 000 registered feet-through the gate	CRM reports on Registered visitors or guests visiting Freedom Park.
	Number of digital platforms visitors' engagement	200 000 digital platforms visitors' engagement	Google Analytics, CRM reports.
	Number of strategic partnerships signed and activated	2 strategic partnerships signed and activated	Partnership agreements, reports.
	Provide free entry to Events annually	100 free entries to Events	Ticketing system, subsidy logs.
	Increased Annual revenue generated from high-premium corporate events and	Host a cumulative total of 2 high-premium corporate events over five years.	Programme implementation reports, attendance records.
	Number of high-premium corporate events hosted per year.	Enroll 1,000 members in the customer loyalty programme within five years and attain a 20% growth in market engagement as indicated by campaign analytics.	Programme implementation reports, Loyalty and engagement metrics/analytics.

Annexure D: NSDF and the District Delivery Model

Area of Intervention in the NSDF and DDM (Below	Five Year Planning Period								
	Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/West/ +X)	Latitude (North/South /-Y)
Water	N/A								
Sanitation									
Roads									
Storm Water									
Electricity									
Environmental Management									

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 appropriates to a public entity such at 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; construction funding is not applied during financial year.
Equity	2 – 5%	Not Applicable
Total assets	0.25 – 2%	Applicable; construction cost (plus capitalized 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 material loss as being R 341 990; being 0.25% of gross budgeted expenditure (R 136 796 000) for all transactions reflected in the statement of financial performance.

The Park assesses the level of material loss as being R1 665 632; being 0.25% of the carrying value of the 2024/25 non-current assets (R 666 252 761) 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 Sport, 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 exceed 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 Sport, 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 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 upon 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 recognizes 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 others:

- 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 behavior 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).
- Unauthorized, 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 0f 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

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.		
Further/Specific Requirement (PFMA section 5a))	**FP Response: Quantitative**	**FP Response: Qualitative**
None	Any fact discovered of which the amount exceeds the determined materiality figure as calculated under par 2.1	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

General/Principal Requirement (PFMA section 55) 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:

Further/Specific Requirement (PFMA section 55 (a))	**FP Response: Quantitative**	**FP Response: Qualitative**
(b) include particulars of: (i) any material losses through criminal conduct and any irregular expenditure and fruitless	1. Losses through criminal conduct: Any loss identified.	All identified losses through criminal conduct, unauthorized, fruitless and wasteful expenditure

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

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:

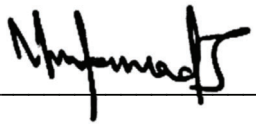
Further/Specific Requirement (PFMA section 54))	**FP Response: Quantitative**	**FP Response: Qualitative**
(b) Participation in a **significant** partnership, trust, unincorporated joint venture or similar arrangement.	Qualitative aspect is more relevant	Any participation, outside of the approved strategic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

Chief Financial Officer: Mr. Radichaba Malapane

Signature: 

Date:31 January 2026

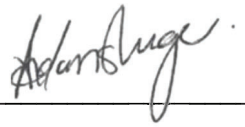
Accounting Officer: Dr. Jane Mufamadi

Signature: 

Date: 31 January 2026

Executive Authority:

Ms. Charnie-Lee Adams-Kruger

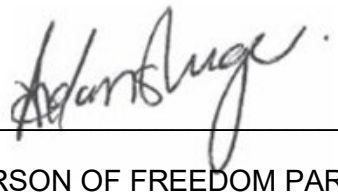
Signature: 

Date: 31 January 2026

Freedom Park
a heritage destination

an agency of the
Department of Sport, Arts and Culture

COUNCIL CHARTER



CHAIRPERSON OF FREEDOM PARK COUNCIL

REVIEWED	25 APRIL 2025
NEXT REVIEW	APRIL 2028

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1. INTRODUCTION

1.1. Freedom Park is a declared National Heritage site in terms of Section 27(5) of the National Heritage Resources Act No. 25 of 1999 and declared as such in terms of GG Notice No. 40673, Vol. 621, 10 March 2017. In line with good governance, Freedom Park has drawn up this Council Charter following the recommendations of the King Report IV.

1.2. This Charter sets out the roles, responsibilities, and functions of the Council of Freedom Park ("the Institution"). It is aligned with applicable laws, including the Public Finance Management Act, 1999 (PFMA), Companies Act, 2008, and the King IV Report on Corporate Governance., subject to the provisions of the Cultural Institutions Act No. 119 of 1998, the Public Finance Management Act, 1999 (Act No 1 of 1999), and any other applicable law or regulatory provision.

2. APPLICABLE LEGISLATION

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

2.1.1. Cultural Institutions Act No. 119 of 1998 (the Act);

2.1.2. Public Finance Management Act, 1999 (Act No. 1 of 1999) (the PFMA);

2.1.3. King Report IV, issued by the Institute of Directors in Southern Africa.

2.1.4. Companies Act, 2008

3. DEFINITIONS

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

3.1.1. An expression, which denotes any gender, includes the other gender, a natural person includes a judicial person and vice versa, and the singular includes the plural and vice versa.

3.1.2. clause headings are for convenience only and will not be used in their interpretation, and the following expressions bear the meanings assigned to them, and cognate expressions bear corresponding meanings–

3.1.2.1. ***"Council"*** means Freedom Park Council appointed as such in terms of the Cultural Institutions Act No. 119 of 1998;

3.1.2.2. ***"Accounting Officer"*** means the Chief Executive Officer (CEO)

3.1.2.3. ***"Act"*** means the Cultural Institutions Act No. 119 of 1998

3.1.2.4. ***"Chairperson"*** means the Chairperson of Council

3.1.2.5. **"*Department*"** means the Department of Sport, Arts and Culture

3.1.2.6. **"*Employer*"** means Council or the CEO acting on the instructions of the Council and on behalf of Council

3.1.2.7. **"*Employee*"** means any person, excluding an independent contractor, who works for Freedom Park and who receives or is entitled to receive any remuneration

3.1.2.8. **"*Management*"** means the CEO and all Heads of Departments;

3.1.2.9. **"*Minister*"** means the national Minister responsible for the Department of Sport, Arts and Culture;

3.1.2.10. **"*Organisation*"** includes Council, its Committees, Management, and administrative component;

3.1.2.11. **"*President*"** means the President, in his or her capacity as the Head of the National Executive, as contemplated in section 85(2) of the Constitution of the Republic of South Africa, 1996;

4. PURPOSE OF THE COUNCIL CHARTER

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

4.1.1. This Charter applies to all members of the Council.

4.1.2. This Council Charter sets out: -

4.1.2.1. The roles, functions, obligations, rights, responsibilities, and powers of the Council; and

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

4.1.2.3. Define the governance structure of the Institution.

4.1.2.4. Ensure compliance with legislative and regulatory frameworks.

4.1.2.5. Promote transparency, accountability, and sound governance.

4.1.2.6. Guide the Council in the execution of its duties.

4.1.2.7. Provide a framework for ethical and responsible leadership.

5. APPOINTMENT, COMPOSITION, AND REMUNERATION

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

5.2. The Members of the Council are appointed following the principles of transparency and representivity.

5.3. To maintain a balance of power, the Council shall consist of a majority of non-executive members, most of whom are independent. Independence is determined if the governing body concludes that no interest, position, association, or relationship is likely to influence unduly or cause bias in decision-making in the best interest of the organisation.

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

5.5. A Member of Council whose period of office has expired may be reappointed.

5.6. If a Member of Council dies or vacates the office before the expiration of three years, another person may be appointed to fill the vacancy for the remainder of the term.

5.7. At least one of the members appointed to the Council must have experience in financial matters.

5.8. The members of the Council must be appointed with a view to geographic representivity.

5.9. A Member of Council must vacate the office if the Member-

5.9.1. Resign in writing;

5.9.2. he/she has been absent from three consecutive meetings of Council without its leave;

5.9.3. is an unrehabilitated insolvent;

5.9.4. is found to be of unsound mind by a competent court;

5.9.5. is convicted of an offence involving dishonesty or bodily harm and is sentenced to imprisonment without the option of a fine; or

5.9.6. materially breaches the code of ethics of the institution.

5.10. A Member of Council who is not in the full-time employment of the State may receive out of the funds of that Council in respect of his or her functions as Member the allowances that the Minister, in consultation with the Minister of Finance, determines.

5.11. The Chairperson is elected by the Minister and holds office for the period or the unexpired portion of the period for which he or she has been appointed as a member of Council, unless Council otherwise determines.

5.12. If the Chairperson vacates the office as the Chairperson before the expiration of the period for which he or she was appointed, another member of the Council must be elected as Chairperson from the appointed Members of Council.

5.13. If the Chairperson is absent from a meeting of the Council concerned or is not able to preside at that meeting, the Members present must elect one of their members

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.

5.14. Members shall be selected based on skills, experience, and expertise relevant to the Institution.

5.15. The composition shall reflect gender, race, and sectoral representation in line with Employment Equity and Transformation objectives.

6. TERM OF OFFICE

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

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

6.3. The term of office shall be as prescribed by the enabling legislation.

6.4. Members may be eligible for reappointment subject to performance and governance requirements.

7. VACANCIES

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

8. FUNCTIONS OF COUNCIL

8.1. The functions of Council are-

8.1.1. To formulate policy (**Sector Policies – not operational**);

8.1.2. to ensure that the organisation holds, preserves, and safeguards all movable and immovable property of whatever kind placed in the care of or loaned or belonging to the declared institution concerned;

8.1.3. to receive, hold, preserve, and safeguard all specimens, collections, or other movable property placed under its care and management;

8.1.4. to raise funds for the institution;

8.1.5. to manage and control the money received by the institution and to utilise that money for defraying expenses in connection with the performance of its functions;

8.1.6. To keep a proper record of the property of the institution,

8.1.7. to submit to the Director-General any returns required by him or her in regard thereto and to cause proper books of account to be kept;

8.1.8. to determine, subject to the Act and with the approval of the Minister, the objects of the institution; and

8.1.9. to generally carry out the objects of the institution.

8.1.10. Council may determine the hours during which and the conditions and restrictions subject to which the public may visit the declared institution concerned, or portion thereof, and the admission charges to be paid.

8.1.11. The Council may appoint such persons as it considers necessary to perform the functions of the institution concerned.

8.1.12. The determination of the remuneration and other conditions of service of persons appointed must follow a scheme approved by the Minister in consultation with the Minister of Finance.

8.1.13. Setting the strategic direction and approving policies.

8.1.14. Ensuring financial sustainability and approving budgets.

8.1.15. Overseeing risk management and internal controls.

8.1.16. Ensuring compliance with laws, regulations, and governance frameworks.

8.1.17. Monitoring the Institution’s performance against objectives.

8.1.18. Ensuring ethical leadership and good corporate citizenship.

8.1.19. Establishing and maintaining effective communication with stakeholders.

8.1.20. Approving significant transactions, investments, and capital projects.

9. FIDUCIARY RESPONSIBILITIES OF COUNCIL

9.1. The Council, as the accounting authority, must.

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

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

9.1.3. when required, disclose to the Department all material facts, including those reasonably discoverable, which in any way may influence the decisions or actions of the Department; and

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

9.2. A Member of Council may not—

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

9.2.2. use the position or privileges of, or confidential information obtained as accounting authority or a member of an accounting authority, for personal gain or to improperly benefit themselves or another person.

9.3. A Member of Council must—

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

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

10. GENERAL ROLES AND RESPONSIBILITIES OF COUNCIL

10.1. Council —

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

10.1.2. have a system of internal audit under the control and direction of an Audit Committee complying with and operating by regulations and instructions prescribed in terms of sections 76 and 77 of the PFMA;

10.1.3. have an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive, and cost-effective;

10.1.4. have a system for properly evaluating all major capital projects before a final decision on the project;

10.1.5. must take effective and appropriate steps to—

10.1.5.1. collect all revenue due to the public entity concerned;

10.1.5.2. prevent irregular expenditure, fruitless and wasteful expenditure, losses resulting from criminal conduct, and expenditure not complying with the operational policies of the public entity;

10.1.5.3. manage available working capital efficiently and economically;

10.1.5.4. is responsible for the management, including the safeguarding, of the assets and for the management of the revenue, expenditure, and liabilities of the entity.

10.1.6. must comply with any tax, levy, duty, pension, and audit commitments as required by legislation;

10.1.7. must take effective and appropriate disciplinary steps against any employee of the public entity who—

10.1.7.1. contravenes or fails to comply with a provision of this Act;

10.1.7.2. commits an act that undermines the financial management and internal control system of the entity; or

10.1.7.3. makes or permits an irregular expenditure or a fruitless and wasteful expenditure.

10.1.8. is responsible for the submission by the entity of all reports, returns, notices, and other information to Parliament and the Department or National Treasury, as may be required by the PFMA.

10.1.9. must comply and ensure compliance by the entity with the provisions of the PFMA and any other legislation applicable to the entity.

10.1.10. If Council is unable to comply with any of the responsibilities determined for an accounting authority, Council must promptly report the inability, together with reasons, to the Department and National Treasury.

11. ETHICS AND CORPORATE CITIZENSHIP

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

11.2. Govern the ethics of the organisation in a way that supports the establishment of an ethical culture by:

11.2.1. setting the direction on how it should be approached

11.2.2. approving codes of conduct and ethics policies, and overseeing management's

11.2.3. implementation thereof; and

11.2.4. exercising ongoing oversight of the management of ethics.

11.3. Ensure that the organisation is and is seen to be a responsible corporate citizen, By setting the direction for corporate citizenship, it should be approached and addressed.

11.4. The Council is committed to maintaining the highest standards of ethical conduct in all its activities. Council members shall act with honesty, integrity, and in the best interests of the organisation at all times. This includes compliance with applicable laws, regulatory requirements, and internal policies.

11.5. Members must avoid real or perceived conflicts of interest and are obligated to disclose any such conflicts immediately to the Council and the Company Secretary.

11.6. Decisions should be made free from personal gain or undue influence, reflecting a commitment to fairness, justice, and accountability. Ethical integrity is the foundation upon which public trust in the Council is built and sustained.

11.7. Professionalism is essential for the credibility and effective functioning of the Council.

11.8. Council members are expected to engage with management and executive leadership in a manner that exemplifies dignity, mutual respect, and thoughtful discretion at all times, whether during formal meetings or in informal settings. This includes recognizing the distinct roles and responsibilities of both governance and management and fostering a climate of professional courtesy and constructive collaboration. In preparation for meetings, Council members must commit to thoroughly reviewing all relevant materials, documents, and briefing notes to ensure they are well-informed and ready to contribute meaningfully to discussions. Their participation in deliberations should reflect a considered, analytical, and strategic approach marked by active listening, critical thinking, and respect for diverse perspectives. Council members are expected to execute their duties with a high degree of competence, diligence, and care, understanding that their decisions and actions have significant implications for the organisation's direction and integrity. Even in moments of disagreement or debate, they must uphold a consistent standard of decorum, refrain from personal or disruptive behaviour, and prioritize the collective good of the organisation over individual interests or opinions. Furthermore, once decisions are made through appropriate governance processes, all Council members are expected to support and uphold those decisions, regardless of their personal stance during deliberations. They must act as ambassadors of the organisation's mission, vision, and strategic objectives, both internally and externally, ensuring their conduct—public and private—reinforces the trust placed in them as stewards of governance. This includes demonstrating integrity, transparency, and alignment with the organisation's core values at all times.

11.9. Clear, respectful, and purposeful communication is vital to good governance. Within the Council, members must engage in open dialogue, practice active listening, and articulate their views constructively. Communication should be inclusive, fostering an environment where diverse opinions are welcomed and debated in good faith.

11.10. Council members should not communicate with staff by any means. All communication should be through the office of the Company Secretary.

11.11. All external communications by Council members should be consistent with the organisation's official messaging and be conducted in accordance with agreed protocols and delegations. Confidential information shared in the course of Council duties must be protected and not disclosed without proper authorization. In all

settings, Council members are expected to communicate in ways that reinforce trust, transparency, and accountability.

11.12. All special meetings, whether conducted internally within the organisation or externally with outside parties, must receive prior approval from the Council Chairperson. The request for approval must clearly state the purpose of the meeting and be accompanied by a comprehensive agenda outlining the topics to be discussed, the intended outcomes, and the participants involved.

11.13. The Council members should not bring the institution into disrepute.

11.14. Council members who represent the organisation at external meetings, conferences, or events are required to submit a written report detailing the proceedings, outcomes, and any relevant implications for the organisation. This report should be submitted to the Company Secretary within seven (7) days following the event for inclusion on the agenda and tabling at the subsequent Council meeting.

12. STRATEGY, PERFORMANCE, AND REPORTING

12.1. Appreciate that the organisation's core purpose, its risks and opportunities, strategy, business model, performance, and sustainable development are inseparable elements of the value creation process, by:

12.1.1. steering and setting the direction for strategy;

12.1.2. considering, challenging, and

12.1.3. approving management's formulation of short, medium and long-term strategy;

12.1.4. approving policies and operational plans developed by management to give effect to the approved strategy; and

12.1.5. exercising ongoing oversight of strategy implementation and assessment.

12.2. Ensure that reports issued by the organisation enable its stakeholders to make informed assessments of the organisation's performance as well as its short, medium and long-term prospects by:

12.2.1. setting the direction of how reporting should be approached;

12.2.2. approving management's determination of the reporting frameworks to be used;

12.2.3. overseeing that reports comply with legal requirements and meet the needs of stakeholders; and

12.2.4. ensuring the integrity of external reports, including the integrated report and annual financial statements.

13. STAKEHOLDERS:

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

13.1.1. setting the direction of how it should be approached and addressed in the organisation;

13.1.2. approving policy that articulates and gives effect to the set direction;

14. INFORMATION TO BE SUBMITTED BY COUNCIL

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

14.2. Before the entity acquires or disposes of a significant asset, the Council must promptly and in writing inform the National Treasury of the transaction and submit relevant particulars of the transaction to the Department for approval of the transaction.

14.3. Council may assume that approval has been given if it receives no response from the Department on a submission within 30 days or within a longer period as may be agreed to between itself and the Department.

14.4. Council must keep full and proper records of the financial affairs of the entity and prepare financial statements for each financial year in accordance with generally accepted accounting practice, unless the Accounting Standards unless Council approves the application of generally recognised accounting practice for the entity.

14.5. Council must submit those financial statements within two months after the end of the financial year to the auditors of the entity for auditing to the Department and the Auditor-General—

14.5.1. an annual report on the activities of that public entity during that financial year;

14.5.2. the financial statements for that financial year, after the statements have been audited; and

14.5.3. the report of the auditors on those statements.

14.6. The annual report and financial statements fairly present the state of affairs of the entity, its business, its financial results, its performance against predetermined objectives, and its financial position as at the end of the financial year concerned.

14.7. The Report must also include particulars of—

14.7.1. any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;

14.7.2. any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure, or fruitless and wasteful expenditure;

14.7.3. any losses recovered or written off;

14.7.4. any financial assistance received from the state and commitments made by the state on its behalf; and

14.7.5. any other matters that may be prescribed;

14.8. Council must submit the report and statements for tabling in Parliament to the Department.

15. THE ROLE AND ACCOUNTABILITY OF COUNCIL

15.1. Council shall assume ultimate accountability and responsibility for the performance and affairs of Freedom Park and shall, in so doing, effectively represent and promote the legitimate interests of the organization and its stakeholders.

15.2. Council, at all times, shall retain full and effective control over Freedom Park and shall direct and supervise the business and affairs of the organisation.

15.3. In addition, Council has a responsibility to the broader stakeholders, which include, inter alia, the present and potential beneficiaries of Freedom Park and services, clients, suppliers, funders, employees, and the wider community to achieve continuing benefits from the services of Freedom Park.

15.4. The Members of Council carry full fiduciary responsibility and owe a duty of care and skill to Freedom Park in terms of the Constitution, the Act, and the Code of Ethics as outlined in the King IV Report.

15.5. Council shall exercise leadership, enterprise, integrity, and judgement in directing the organisation's actions to achieve continuing efficiency within the context of transparency and accountability.

15.6. Council shall oversee, approve, monitor, and review corporate strategy, major implementation plans of action, Freedom Park policies, appropriate systems, annual budgets, and business operational plans of the organisation.

15.7. Council shall establish performance objectives to enable it to measure management's performance and the progress of the organisation in attaining set goals, objectives, and targets during its term of office.

15.8. Council shall develop clear definitions of the levels of appropriate materiality or sensitivity to determine the scope and delegation of its authority and to ensure that it reserves specific powers and authority for itself as outlined in the Act.

15.9. All delegated authority shall be in writing and shall be evaluated regularly to ensure relevance and effectiveness and to be in line with the relevant changes in the organisation

15.10. Council shall manage potential conflicts of interest of Council Members, Management, and the wider stakeholders and ensure clean, transparent, and accountable governance throughout the organisation at all time

15.11. The Council shall oversee the organisation's values and ethics and shall ensure that an appropriate corporate Code of Conduct is in place. **(Attached as a separate document**

15.12. The council shall be responsible for ensuring that succession plans are in place for the Council as a whole, the Chairperson, CEO, Council Committee Members, Heads of Departments, and key posts (as determined by the Council from time to time) in the organisation.

15.13. The council shall ensure that technology and systems used in the organisation are appropriate for it to run the business properly and competitively through the efficient use of its resources.

15.14. The Council shall manage and protect the organisation's financial position with the aid of its Audit and Risk Committee, and in so doing shall ensure that:

15.14.1. the financial statements are true and fair and contain proper disclosures and conform with the law as set out in the Treasury Regulations;

15.14.2. appropriate internal controls and regulatory compliance, policies, procedures, and processes are in place; and

15.14.3. Non-financial aspects relevant to the organisations are identified and monitored.

15.15. The council shall implement and maintain an effective organisational risk management framework and ensure that key risk areas and key performance indicators of the organisation are identified and monitored.

15.16. The Council shall ensure that the organisation complies with all relevant laws, regulations, and codes of conduct.

15.17. The council shall be satisfied that the organisation has a sound communication policy and an effective stakeholder management framework and that it communicates regularly, openly, and promptly with its staff and all relevant stakeholders, with substance prevailing over form.

15.18. The responsibility for the day-to-day management of the organisation shall vest with the CEO through the Heads of Departments within the powers and authorities delegated to it by the Council. The Council shall afford Management strategic direction and support in the execution of its duties.

15.19. Council Members shall have unrestricted access to all organisational information, records, documents, and property. The Company Secretary or, in his/her absence, the CEO shall assist the Council or any Member thereof in providing any information or document that may be required.

15.20. Council shall monitor the social responsibilities of Freedom Park and promulgate policies consistent with the organisation's legitimate interests and good business practices and shall thus subscribe to fair, equitable, and non-discriminatory employment practices;

15.20.1. Preserve and protect the natural environment; and

15.20.2. Enhance and promote the rights and participation of communities they serve.

16. COUNCIL PROCEDURES

16.1. The conduct of Council Members shall be consistent with their duties and responsibilities to the organisation and, consequently, to the stakeholders they serve.

16.2. The Council Members shall comply with all relevant legislation and shall be required to maintain strict confidentiality of all information relating to the functions and activities of the Council.

16.3. Council shall be disciplined in fulfilling its functions, with the emphasis being placed on strategic issues and policy positions;

16.4. The Council's discussions shall be open and constructive and must always produce resolutions and action plans;

16.5. Discussions and records of the Council shall remain confidential unless a specific directive is received from the Council to the contrary.

16.6. Council shall have sole authority over its agenda. Any Member of Council may request the Chairperson/CEO or Company Secretary to include an item on the agenda for discussion by and the decision of the Council.

16.7. At each meeting, Council shall, at a minimum, consider all matters laid out in the meeting agenda.

17. COUNCIL SHALL, DURING THE CYCLE OF ITS ACTIVITIES

17.1. approve the annual budget, strategic plan, business plan, and performance agreements for senior management;

17.2. approve the annual and half-yearly financial statements and statutory reports, and public announcements;
17.3. review the performance of the Council and Council Committees
17.4. review the CEO's remuneration
17.5. Review policies and practices in general (such as remuneration, donations and sponsorships, authority levels, and others), as deemed appropriate.

18. INDEPENDENCE AND CONFLICT OF INTEREST

18.1. Council members must act independently and in the best interest of the Institution.
18.2. Members shall disclose any conflicts of interest annually and as they arise
18.3. The Council shall maintain a register of interests
18.4. Any Council member found to have a significant conflict of interest may be subject to review and possible removal.

19. COUNCIL COMMITTEES

19.1. Council is authorised to establish Committees, in which members of Council shall play an important role, to assist it in the execution of its duties, powers and authorities.
19.2. Council shall delegate to each of the Committees established such authority as is required to enable such Committees to fulfil their respective functions.
19.3. The delegation of authority to Committees or Management shall not mitigate or discharge the Council from its duties and responsibilities.
19.4. Council shall constitute the following committees:
    19.4.1. Audit, Risk, and Legal;
    19.4.2. HR & Remuneration;
    19.4.3. Core Business;
    19.4.4. Social and Ethics;
    19.4.5. Strategic
    19.4.6. Chairperson Committee
19.5. Each Committee shall have formal terms of reference that shall be approved by the Council.
19.6. The Chairperson of each Committee shall report back to Council at each Council meeting on the activities of the Committee.
19.7. Committees and Members are authorised to obtain independent outside professional advice as and when considered necessary.

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

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

20. MATTERS RESERVED FOR COUNCIL DECISION

20.1. 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:

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

20.2.1. Evaluation of key assumptions and business indicators on which the organisation's strategic objectives and policies are based;

20.2.2. consideration and approval of any material departure from strategic objectives and policies;

20.2.3. including significant realignment of the businesses with key strategic thrust;

20.2.4. consideration and approval of any major transactions; and

20.2.5. oversight of all important policies regulating organisational relations with its primary stakeholders and the significant issues arising from these relationships.

21. CORPORATE GOVERNANCE

21.1. Council is the focal point of corporate governance in Freedom Park. It is ultimately accountable and responsible for the performance and affairs of the organisation.

21.2. The Council shall be responsible for ensuring that an adequate and effective process of corporate governance is established and maintained and that it complies with King IV.

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

22. RISK MANAGEMENT

22.1. The council shall be responsible for the process of risk management.

22.2. Council shall also be responsible for disclosures on risk management in the annual reports and financial statements and shall ensure that risk assessments are

undertaken at least every quarter and develop a risk mitigation strategy to protect the organisation from the risks.

22.3. Council shall also be responsible for reporting significant risks that affect decisions of stakeholders in their dealings with the organisation and shall disclose these in the annual report.

22.4. Council shall ensure that an effective, on-going process shall be in place to identify risks, measure their impact and proactively manage and monitor these and that at appropriate intervals it receives and reviews reports on the risk management process, Freedom Park's risk profile, and compliance with legislation about risk and risk management.

23. ACCOUNTABILITY AND AUDIT

23.1. Council shall establish an 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 to make all such related recommendations to Council.

23.2. Council shall establish formal and transparent arrangements for maintaining a relationship with internal and external auditors and ensure that timely and accurate disclosure is made of any information that would be of material importance.

24. REMUNERATION OF EMPLOYEES

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

25. MEETINGS AND COUNCIL ATTENDANCE

25.1. Meetings of Council shall be held at such venue and at such time as Council deems appropriate, but it shall normally meet at least four (4) times a year (once every quarter) or at the request of Management of the Chairperson, or of the Council Members.

25.2. Council Members shall use their best endeavours to attend Council meetings and to prepare thoroughly for each meeting. Members who are absent from Council meetings for three (3) consecutive meetings will be reported to the Minister, and a proposal for their replacement will be made to the Minister and the President.

25.3. Council members are expected to participate fully, frankly, and constructively in Council discussions and other activities and to bring the benefit of their particular knowledge, skills, and abilities to the Council.

25.4. Council Members who are unable to attend a scheduled Council meeting shall advise the Company Secretary of their inability to attend.

25.5. The Chairperson may, for good reason, request staff to leave the Council room for any part of the Council meeting. This is especially so during deliberations relating to executive performance or remuneration.

25.6. Executive Management, as appropriate, may attend Council meetings to facilitate communication between Executive Management and Council.

25.7. Professional advisors, officers, or members of staff whose input may be required or who may be invited may be invited to the meetings at the discretion of the Chairperson.

25.8. The Chairperson may excuse from the meeting or from any item on the agenda any of the attendees at a meeting who may have or may be considered by the Council to have a conflict of interest.

25.9. Special meetings may be called/convened at the discretion of the appropriate authority whenever circumstances arise that require attention outside of regularly scheduled meetings.

26. PROCEEDINGS OF MEETINGS

26.1. Meetings and proceedings of the Council shall be governed by the procedures developed by the Council established under the Act;

26.1.1. An annual calendar of meetings, with an outline of the cyclical business to be considered at each meeting, shall be drawn up by the Company Secretary in conjunction with the CEO. It shall be presented for advance tabling, discussion, and agreement by the Council.

26.1.2. Unless under exceptional circumstances, at least five (5) working days' notice shall be given of a meeting of the Council. Such notices shall, where possible, include the agenda and any supporting documentation.

26.1.3. The Company Secretary, in conjunction with the CEO, shall prepare an agenda raising all relevant issues requiring attention to ensure that effective proceedings are facilitated.

26.1.4. The Company Secretary shall ensure that the agenda and meeting papers are circulated to Council Members at least seven (7) working days before the date set down for the meeting.

26.1.5. The Company Secretary shall maintain a record of Council reports, and Council Members will arrange with him/her to obtain access to records of Council documentation and minutes if required by them in the course of discharging their duties as Council Members of the organisation.

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

27.1. **Reports on:**

27.1.1. strategic initiatives and progress in relation thereto;

27.1.2. matters of material or potential material impact and/or risk.

27.2. **Documents requesting approval of:**

27.2.1. minutes of previous meetings;

27.2.2. any matters requiring specific approval by the Council.

27.3. **Reports by:**

27.3.1. key operational personnel;

27.3.2. Chief Financial Officer.

27.4. **Committee documentation:**

27.4.1. Reports from the relevant Chairpersons of the relevant Committees;

27.4.2. All matters tabled for approval, noting, and information.

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

27.5.1. The quorum for any meeting of Council shall be as determined by meeting procedures.

27.5.2. A quorum shall be a majority of Council members.

27.5.3. In the absence of a quorum, decisions may be deferred or ratified at the next quorate meeting.

27.5.4. Each Council Member is responsible for being satisfied that, objectively, he/she has been furnished with all the relevant information and facts before making a decision.

27.5.5. A Council Member may not be counted in the quorum on any matter in which he/she has an interest. Additionally, he/she may be recused from any meeting at the discretion of the Chairperson when such matters are discussed.

27.5.6. Minutes of meetings shall be taken by the Company Secretary and shall be circulated to all Council Members within seven (7) working days of the relevant Council/Committee meeting.

27.5.7. The minutes shall record the proceedings and decisions taken, the details of which shall remain confidential. A record shall be kept of the attendance of Council Members at Council meetings.

27.5.8. 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 financial year.

28. PROFESSIONAL OR BUSINESS SERVICES PROVIDED BY COUNCIL MEMBERS

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

28.2. Freedom Park may, however, for the purpose of a special assignment, engage the services of a Council Member with a specific field of expertise to undertake a specific task.

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

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

29. ROLE OF THE CHAIRPERSON

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

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

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

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

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

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

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

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

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

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

29.2.9. Undertaking the management of the governing body

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

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

29.2.12. Be accountable to the governing body; and

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

29.2.14. Lead the Council in fulfilling its governance responsibilities.

29.2.15. Ensure effective functioning of the Council.

29.2.16. Represent the Institution in engagements with stakeholders.

29.2.17. Facilitate discussions and decision-making.

29.2.18. Work closely with the CEO to ensure strategic alignment.

30. ROLE OF THE CHIEF EXECUTIVE OFFICER

30.1. The Chief Executive Officer is appointed by the Council.

30.2. The CEO's responsibility is to focus on the operations of the organisation, ensuring that it is run efficiently and effectively and in accordance with the strategic decisions of the Council.

30.3. Execute the Institution's strategy as approved by the Council.

30.4. Ensure operational efficiency and compliance with policies.

30.5. Report to the Council on financial and operational performance.

30.6. Maintain relations with key stakeholders.

30.7. Ensure the effective implementation of Council resolutions.

30.8. **The Chief Executive Officer is accountable to the Council, amongst other things:**

30.8.1. development and recommendation to the Council of the strategy and vision of the organisation, and the annual business plans and budgets that support the organisation's long-term view;

30.8.2. achievement of performance goals, objectives, and targets;

30.8.3. Maintenance of an effective management team and management structures;

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

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

30.8.6. serving as the chief spokesperson of the organisation.

31. THE COMPANY SECRETARY

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

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

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

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

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

32. DUTIES OF COUNCIL MEMBERS AND DISCLOSURES OF INFORMATION

32.1. Council Members act jointly when discharging their duties, and no Council Member has the authority to act on behalf of the organisation unless specifically authorised or requested by the Council.

32.2. Council Members are jointly and severally liable and accountable for Council decisions and actions.

32.3. Council Members are legally obliged to act in the best interest of the organisation, to act with due care in discharging their duties as Council Members, to declare and avoid conflicts of interest, and to account for any advantages gained in discharging their duties on behalf of the organisation.

32.4. A Council Member who has a real or prospective interest in any of the business of the organisation shall declare such interest at a Council meeting as soon as the Council Member becomes aware of such specific interest.

32.5. All Council Members shall, in good faith, disclose to the Council any business or other interest that is likely to create a potential conflict of interest. A register of declarations of interest shall be kept by the Company Secretary.

32.6. Council Members shall, at all times, observe the provisions of all relevant rules, legislative or regulatory procedures, and internal Council policy when dealing in their securities.

32.7. Council members must adhere to the highest ethical standards.

32.8. Confidentiality of discussions and documents must be maintained.

32.9. The Council shall establish a Code of Conduct to guide ethical behaviour.

33. REMUNERATION AND ALLOWANCES

33.1. Council remuneration shall be in accordance with National Treasury guidelines and applicable policies.

33.2. Members shall be reimbursed for reasonable expenses incurred in the execution of their duties.

33.3. Remuneration shall be reviewed periodically to ensure alignment with public service norms.

34. GENERAL

34.1. Council and its Members, in carrying out their tasks under these terms of reference, may obtain such outside or other independent professional advice as considered necessary to carry out their duties.

34.2. All Council members shall have access to the Company Secretary for advice about the operations and governance of the organisation and Council procedures.

34.3. Any Council Member, senior partner of the external auditors, head of internal audit, head of risk, or any member of any Committee may bring to the notice of Council or its Chairperson, the CEO or the Chief Financial Officer any material matter that he/she deems appropriate.

34.4. If any part of this Charter conflicts with anything contained in the Act, the Act shall take precedence.

34.5. These terms of reference may be amended from time to time by the Council.

35. ASSESSMENT

35.1. The performance of the governing body, governing body committees, and individual governing body members is assessed annually, whether internally or independently.

35.2. Based on the results of the performance assessment, the governing body may identify necessary training and development needs for the governing body, committees, and individual governing body members.

36. AMENDMENTS AND REVIEW

36.1. This Charter shall be reviewed every three years and amended as necessary.

36.2. Any changes must be approved by the Council and the relevant oversight authority.

36.3. Amendments shall be communicated to all stakeholders.

Freedom PARK
a heritage destination

an agency of the
Department of Sport, Arts and Culture

PART B : CODE OF CONDUCT

1. **PREAMBLE**

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

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

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

1.3.1. Ensuring accuracy of business records at all times;

1.3.2. Ensuring honest and accurate recording and reporting of information is extremely important for Freedom Park and all the stakeholder;

1.3.3. Provide accurate information about its processes and to make responsible business decisions based on reliable records;

1.3.4. Council Members also must properly record information related to their responsibilities;

1.3.5. Appropriate members of management must properly authorize all payments and transactions;

1.3.6. All financial books, records and accounts must accurately reflect transactions and events, and conform both to generally accepted accounting principles and to system of internal controls;

1.3.7. Undisclosed or unrecorded funds or assets are not allowed;

1.3.8. It is unacceptable, for example, to make false claims on an expense report;

1.3.9. No entry may be made that intentionally hides or disguises the true nature of any transaction.

2. RECORDING BUSINESS INFORMATION

2.1. Almost all business records may become subject to public disclosure in the course of litigation or governmental investigations.

2.2. Records are also often requested by outside parties or the media. Council Members should therefore attempt to be as clear, concise, truthful and accurate as possible when recording any information. Avoid exaggeration, colourful language, guesswork, legal conclusions, and derogatory characterisations of people and their motives.

2.3. Protecting organisation assets.

2.4. Council Members may be entrusted with assets in connection with their responsibilities as Council Members. This includes assets such as equipment, inventory, supplies and intellectual property.

2.5. Organisational resources should be used only to conduct organisational business or for purposes authorized by management. Examples of prohibited personal use of company assets include removal of organisational property for personal use, unauthorized use Freedom Park vehicles or use of paid contractors to perform work at one's home. Unauthorized copying of software, tapes, books, and other legally protected work is also a misuse of assets and creates potential financial and legal liability for the organisation.

2.6. Any act by a Council Member that involves theft, fraud, unauthorized disclosure, embezzlement, or misappropriation of any property is prohibited. Each Council Member is responsible for the assets under their control.

2.7. Each Council Member must follow security procedures to protect assets and must be alert to situations that could lead to loss or misuse of assets.

3. PROTECTING CONFIDENTIAL INFORMATION

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

4. CONFLICT OF INTEREST

4.1. The Council Members must ensure that business decisions are made in the best interest of Freedom Park. Actions must be based on sound business judgment, not motivated by personal interest or gain.

4.2. Council Members cannot compete with Freedom Park or usurp a corporate opportunity for personal gain. Any situation that creates or appears to create a conflict of interest must be avoided by Council Members at all costs.

5. DISCLOSURE

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

6. FAMILY MEMBERS AND CLOSE PERSONAL RELATIONSHIPS

6.1. A conflict of interest may arise when doing business with or competing with organisations that employ or are partially owned by family members or close personal friends.

6.2. Family members include, but are not limited to, spouse, children, parents, person of the Freedom Park. This category will also include close personal friends that may have undue advantage due to their closeness to Council Members.

7. PERSONAL INVESTMENT

7.1. Council Members may not own, either directly or indirectly, a substantial interest in any business entity that does or seeks to do business with Freedom Park without providing advance notice to the Chairperson and the Company Secretary.

7.2. A conflict of interest may also arise if a Council Member, outside employment activities are so demanding that they interfere with his or her ability to fulfil his/her responsibilities to Freedom Park leading to his/her inability to attend meetings, participate and make meaningful contributions to the discussions on Council matters and is unable to contribute meaningfully to the decisions taken by Council.

8. INSIDE INFORMATION

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

8.2. It is prohibited to trade securities or to tip others of the Tenders of Freedom Park on the basis of material information before it is made publicly available to ordinary citizens through appropriate media.

9. THE LAW

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

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

10. OTHER RESPONSIBILITIES

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

11. REPORTING AND ENFORCEMENT

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

11.2. Any Council Member with a concern or question about applicable provisions of the Code of Conduct, or about conduct that may violate these provisions, should contact the Chairperson, the Chairperson of the Ethics and Legal Committee or the Company Secretary.

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

12. APPLICATION

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

ANNEXURE 1

CODE OF CONDUCT
UNDERTAKING OF CONFIDENTIALITY (COUNCIL MEMBERS)

I, the undersigned, do hereby:

1. Undertake to treat as strictly confidential, all information which I may hold or know of, from or relating to **Freedom Park** or its staff, however such information may be obtained – whether orally, visually or by reason of inspection of documentation or other matter, either at **Freedom Park's** premises or elsewhere;

2. Acknowledge that the said information is made available to me solely for the purpose of performing my duties and functions as a Council Member of **Freedom Park**;

3. Agree not to disclose such information to any person whomsoever, including my employer or company, other than the Chief Executive Officer and the Council, except:

   3.1. Information that is public knowledge and legitimately in the public domain by reason of its prior publication (other than through an act or omission on the part of myself or other Council Members or employees of **Freedom Park**); or
   3.2. Where specifically authorized, and minuted in writing, to do so by the Council.

4. Agree not to directly or indirectly use for my benefit, or the benefit of any other person or organization, any information that came to my knowledge by virtue of my being a Council Member of **Freedom Park** other than to carry out my duties and functions as a Council Member of **Freedom Park**;

5. Agree to return to **Freedom Park**, unless specifically otherwise agreed in writing by the Chief Executive Officer, all notes, record, documents or other materials which I may have prepared or obtained as a result of my being a Council Member of **Freedom Park**;

6. Acknowledge that it is my duty to ensure that my private or personal interests do not influence my decisions as a Council Member and that I do not use my position as a Council Member to obtain personal gain of any sort.

7. Agree to abide by the Code of Ethics and in particular to declare any and all actual or potential conflicts of interest, and to record all relevant and material interests in the register of interests maintained by **Freedom Park**.

8. Acknowledge that this undertaking given by me will remain in force for the duration of my being a Council Member of **Freedom Park** and for a period of 3 years after the end of that period.

9. Agree that this undertaking shall form part of my conditions of appointment and service as a Council Member.

Name: …… (Block Capital)

Signature: …….. Date: …….

ANNEXURE 2

CODE OF CONDUCT

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

I, the undersigned, do hereby:

1. Undertake to treat as strictly confidential, all information which I may hold or know of, from or relating to **Freedom Park** or its staff, however such information may be obtained – whether orally, visually or by reason of inspection of documentation or other matter, either at **Freedom Park's** premises or elsewhere;

2. Acknowledge that the said information is made available to me solely for the purpose of performing my duties and functions as an employee of **Freedom Park**;

3. Agree not to disclose such information to any person whomsoever other than the Chief Executive Officer, the Council and other staff of **Freedom Park** as appropriate, except:

    3.1. Information that is public knowledge and legitimately in the public domain by reason of its prior publication (other than through an act or omission on the part of myself or other employees of **Freedom Park**); or
    3.2. Where specifically authorized, in writing, to do so by the Chief Executive Officer or the Council.

4. Agree not to directly or indirectly use for my benefit, or the benefit of any other person or organization, any information that came to my knowledge by virtue of my employment with **Freedom Park** other than to carry out my duties and functions as an employee of **Freedom Park**;

5. Agree to return to **Freedom Park**, unless specifically otherwise agreed in writing by the Chief Executive Officer, all notes, record, documents or other materials which I may have prepared or obtained as a result of my employment with **Freedom Park**;

6. Acknowledge that this undertaking given by me will remain in force for the duration of my employment with **Freedom Park** and for a period of 3 years after the end of that period.

7. Agree that this undertaking shall form part of my conditions of appointment and service.

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

Name: …… (Block Capital)

Signature: …….. Date: …….

ANNEXURE 3

CODE OF CONDUCT
CONFIDENTIALITY UNDERTAKING (COMPANY SECRETARY)

I, the undersigned, do hereby:

1. Undertake to treat as strictly confidential, all information which I may hold or know of, from or relating to **Freedom Park** or its staff, however such information may be obtained – whether orally, visually or by reason of inspection of documentation or other matter, either at **Freedom Park's** premises or elsewhere.

2. Acknowledge that the said information is made available to me solely for the purpose of performing my duties and functions as an employee of **Freedom Park**.

3. Agree not to disclose such information to any person whomsoever, including other employees of **Freedom Park**, other than the Chief Executive Officer and the Council except:

   3.1. Information that is public knowledge and legitimately in the public domain by reason of its prior publication (other than through an act or omission on the part of myself or other employees of **Freedom Park**); or
   3.2. Where specifically authorized, in writing, to do so by the Chief Executive Officer or the Council.

4. Agree not to directly or indirectly use for my benefit, or the benefit of any other person or organization, any information that came to my knowledge by virtue of my employment with **Freedom Park** other than to carry out my duties and functions as an employee of **Freedom Park**.

5. Agree to return to **Freedom Park**, unless specifically otherwise agreed in writing by the Chief Executive Officer, all notes, record, documents or other materials which I may have prepared or obtained as a result of my employment with **Freedom Park**.

6. Acknowledge that this undertaking given by me will remain in force for the duration of my employment with **Freedom Park** and for a period of 3 years after the end of that period.

7. Agree that this undertaking shall form part of my conditions of appointment and service.

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

Name: …… (Block Capital)

Signature: …….. Date: …….