Freedom Park©

a heritage destination

an agency of the
Department of Sport, Arts and Culture

Freedom Park

Annual Performance Plan for 2025 - 2026

Executive 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 2025/26 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.

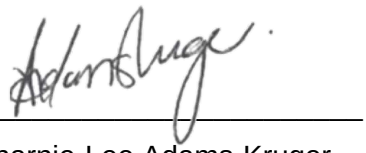
This marks the first year of the current Council of Freedom Park, which came into Office in November 2024 and will serve the organisation until October 2027. It is our aim that the entity should continue to improve in operational efficiency and financial sustainability. Having stabilized following the 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 2025/26 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 honourable Minister, there is a need to ameliorate, intensify and directly focus on resource mobilisation in its various forms, and to expand the exposure and visitor numbers to the park. In the center of resource mobilisation, enhancement of marketing through all means of platforms will play

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



Ms. Charnie-Lee Adams-Kruger
Chairperson of the Council
Executive Authority of Freedom Park
31 January 2025

Accounting Officer Statement

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

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

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

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

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

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

As we continue to build on these gains in the new year, we continue to work on a transitional arrangement to take over Samora Machel Museum in Mpumalanga, Matola Monument in Mozambique, and recently, Liliesleaf Museum in Rivonia, as part of the family of Freedom Park. This does not only begin to consolidate the heritage landscape within our country and SADC, as part of the Road to Independence, the Resistance and Liberation Heritage Route Project, as led within the country, by the National Department of Sport, Arts and Culture, but also expands on the resources to minimize duplications and maximize on coherence. Furthermore, in the next financial year (2025/26) we will see the Freedom Park intensifying strategies, policies, and models to create brand awareness and attract funding from relevant stakeholders so that the entity can remain relevant and sustainable



Mr. LC Tleane
Acting Chief Executive Officer
Accounting Officer of Freedom Park
31 January 2025

Official Sign-off

It is hereby certified that this Annual Performance Plan:

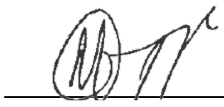
- Was developed by the management of the Freedom Park under the guidance of the Council of Freedom Park.
- Considers all the relevant policies, legislation, and other mandates for which the Freedom Park is responsible.
- Accurately reflects the Impact, Outcomes and Outputs, which the Freedom Park will endeavour to achieve over the period 01 April 2025 until 31 March 2026.



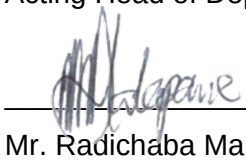
Dr. Andrew Arries
Acting Company Secretary



Ms. Slindokuhle Shamase
Head of Department: Heritage and Knowledge



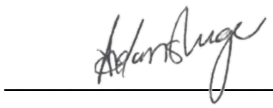
Mr. Ditiro Ramogayane
Acting Head of Department: Corporate Services



Mr. Radichaba Malapane
Chief Financial Officer



Mr. Lekgantshi Console Tleane
Acting Chief Executive Officer



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

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Mr. Gayton McKenzie, MP
Minister of Sport, Arts, and Culture
Executive Authority
Date: 31 January 2025

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 2025/26 financial year.

External Environment Analysis

Whereas the internal analysis provides a promising picture, the same cannot be said about the external environment. The internal strength should therefore be turned into the source of resilience, tenacity, and agility in the face of a challenging external environment.

The global economic environment has a direct impact on the struggling local economy manifest in public sector funding being under strain. Freedom Park is fortunate that the grant from DSAC has been increased annually. However, even with the increases the organization is not yet able to fully match the rapid increase in the 'cost of living' (which has an impact on the organization's ability to offer cost of living increases to employees) and the 'cost of doing business' (which has an impact on the procurement of goods and services). The aim is to raise more second and third revenue for operations and expansion plans. The Council has ambitious but achievable targets to increase visitor numbers and therefore our second-stream revenue.

The surrounding physical environment in the vicinity of the park continues to pose a challenge to the positioning of the museum and monument from a branding point of view. What is supposed to be a heritage precinct formed up by houses that provided residence to former railway workers has fallen on hard times. The silver lining in all this though is the good relationship that exists between the park and residents of Salvokop. With hard work and innovation this relationship can be harnessed into a mutually beneficial accord.

The organization will work closer with the City of Tshwane to impress on the municipality to keep on improving the physical environment. The construction of the Government Boulevard, which will see the location of several national departments in the precinct, will hopefully

catalyze the regeneration of the area. That in turn will assist the organization to position itself as part of the broader precinct. The Management will therefore ensure that it engages with the Department of Public Works in preparation and anticipation of the completion of the precinct, so that maximum value can be extracted from the new development. Thus, during what may currently appear to be a depressing physical environment, lies huge potential for the strategic positioning of Freedom Park.

Brand exposure and enhancement will be key to improving the overall image and attractiveness of Freedom Park. Market segmentation and targeted marketing will assist in identifying and developing strategies to attract more visitors. At least five (5) (overlapping) target groups are identifiable – local visitors broadly, young people, learners, students (higher education), and international visitors. Equal premiums will be placed on attracting each of these target groups.

Internal Environment

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

The organisation has a well-established governance framework that ensures accountability and strategic direction. The Council and management provide oversight to align operations with the institution’s vision and mission. The existence of risk management and audit committees strengthens internal controls and compliance. There are strong financial controls in place with regular audits and compliance with Public Finance Management Act (PFMA) requirements

There is a clear vision and mission aligned with South Africa’s national heritage and liberation history, with strong strategic objectives set out in the previous APP. Success in delivering core services such as heritage conservation, educational programmes, and cultural activities is critical to the overall mandate of Freedom Park.

The organisation has set an annual target of 70% allocation for designated groups empowerment (youth, women, and people with disability) through procurement and the target

is monitored quarterly through reporting to the Council. The target is to achieve 15% per quarter in the awarding of the procurement of goods and services to women, youth, and people with disability. In addition, there is a functioning internal leadership structure and 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: 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		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
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	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)

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
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	N/A	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	Unqualified audit report received.	Qualified audit opinion received	Qualified audit opinion	Unqualified 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 16% of ICT projects from the ICT Strategy.	Implemented 42% of ICT projects from the ICT Strategy.	The ICT Strategy has been reviewed	Implemented 10% of ICT projects from 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		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
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 44% of procurement transactions to 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	60% 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 through 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 enhances 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 2025/26 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 6 supported by DSAC by executing core business programmes for the achievement of the key outcome of "Redress, Inclusivity and Access" and the realization of the impact of "Social Cohesion"**

Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
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	N/A	Implement 4 Physical programmes 6 Virtual programmes in communities	Implement 4 Physical programmes 6 Virtual programmes in communities	Implement 4 Physical programmes 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	N/A	80 Education Programmes	80 Education Programmes	80 Education Programmes

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	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	N/A	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	1 Webinar and 1 Seminar conducted	5 seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Commemoration on Heroes and Heroines through commemorative events	Number of commemoration of heroes and heroines	1 commemoration of heroes and heroines (RLH) programme on SADF raid in Gaborone, Botswana, was held on 28 September 2021 at Freedom	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 protocol and Honouring Haitian	3 programmes conducted on the commemoration of heroes and heroines (RLH), including the Mamelodi Massacre	2 programmes 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).	A wreath laying ceremony on the Commemoration of the Battle of Cuito Cuanavale was held at Freedom Park on 23 March 2022.	1 day of Reflection on RLH conducted on 23 March 2023 (Commemoration of the Battle of Cuito Cuanavale).	1 day of Reflection on RLH conducted on 23 March 2024 (Commemoration of the Battle of Cuito Cuanavale).	1 day of Reflection on RLH conducted on 23 March 2025 (Commemoration of the Battle of Cuito Cuanavale)	1 day of 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		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Storytelling event conducted to promote, protect and preserve IKS though story telling	Annual storytelling Festival conducted	The Annual Ungasali International Storytelling Festival was conducted live in collaboration with the City of Tshwane, Pansalb and Unisa on YouTube and FP website from 22 to 26 March 2022	1 storytelling event conducted	1 storytelling event conducted	1 storytelling event conducted	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	6 dialogues conducted	5 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	N/A	1 New programme targeted at the Youth	1 New programme targeted at the Youth	1 New programme targeted at the Youth

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Interfaith and strategic projects conducted to foster reconciliation, social cohesion, nation building and peace	Number of Interfaith and strategic projects conducted	4 Interfaith programmes conducted	4 Interfaith and strategic programmes 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	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	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
	Digitize heritage resources to enhance accessibility	Number of Heritage resources processed	N/A	N/A	N/A	N/A	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		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
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	N/A	Digitize 80% of the processed heritage resources	Digitize 80% of the processed heritage resources	Digitize 80% of the processed heritage resources
	Collect, verify and validate names of heroes and heroines.	Number of names collected, verified and validated	210 names verified and validated	313 names verified and validated	163 names verified and validate	100 names verified and validate	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	212 names inscribed on the Wall of Names	427 names inscribed on the Wall of Names	172 names inscribed on the Wall of Names	100 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		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Temporary exhibitions developed / displayed in //hapo to enhance the permanent exhibition	Number of temporary exhibitions developed/displayed	5 temporary exhibitions displayed.	5 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	7 research papers / articles completed	11 research papers/articles completed	6 research papers/articles completed	8 research papers/articles completed	4 Published research papers	4 Published research papers	4 Published research papers
							6 Opinion pieces	6 Opinion pieces	6 Opinion pieces
							6 Interactives articles	6 Interactives articles	6 Interactives articles

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				Implement 4 Physical programmes Implement 6 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
Annual storytelling Festival conducted	1 Storytelling Festival conducted 100 storytelling presentations	-	2 temporary exhibition displayed	2 temporary exhibitions displayed	1 temporary exhibition displayed
Number of dialogues conducted	8 dialogues conducted	2 dialogues conducted	2 dialogues conducted	2 dialogues conducted	2 dialogues conducted

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
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. ge	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 the processed heritage resources				Digitize 80% of the processed heritage resources
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

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
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 Published research papers 6 Opinion pieces 6 Interactives articles				4 Published research papers 6 Opinion pieces written 6 Interactives articles 1 Interfaith and strategic project conducted

6.2 Explanation of planned performance over the medium-term period

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

The core business of Freedom Park is based in the Heritage and Knowledge Department as directed by the mandate of the Department of Sport, Arts and Culture as a shareholder. The 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 5: 'Social Cohesion and Safe Communities'.
- The revised White Paper on Arts and Culture i.e., extension arts, culture and heritage infrastructure, facilities, and resources beyond colonial and apartheid boundaries, providing education, training, and skills through formal and informal 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 centre 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 centre. 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 Public Engagement 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 boarder and thereby increase the tourism market and South Africa's response to what it benefited through the history of struggle and liberation from countries such as Mozambique, Lesotho, and Botswana. 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 6 supported by DSAC of "Social Cohesion" by communicating, marketing, reaching out and building relations to increase demand and consumption of Freedom Park products and services.

Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Increased demand and consumption of products and services	Increase registered visitors	Number of registered feet-through the gate	Registered 60 000 visitors	10 000 registered feet-through the gate	37 729 registered feet-through the gate	40 000 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	N/A	10 000 digital platforms visitors' engagement	167 443 digital platforms visitors' engagement	50 000 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	N/A	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		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Providing free entry to deserving communities	Number of community groups provide free access annually	N/A	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
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	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
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	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

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
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	N/A	Enroll 1,000 members in the customer loyalty programme within five years and	Enroll 1,000 members in the customer loyalty programme within five years and	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.	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	20,000 feet through the gate	15 000 feet through the gate	15 000 feet through the gate
Number of digital platform visitors' engagement	400,000 digital platform visitors' engagement	100 000 digital visitors	100 000 digital visitors	100 000 digital visitors	100 000 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.

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
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 outputs 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 publicise the organisation'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 organisations. Brand awareness should be translated into increased visitor numbers. A specific target group will be high school learners. The aim is to enter into a Memorandum of Agreement (MoA) with the Gauteng Education Department for planned tours by public schools in the province.

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 organisations. 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 organisations 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 increased demand and consumption of products and services. These products and services are targeted mainly at tourists and guests visiting Freedom Park and they include the Museum, Garden of Remembrance, restaurant, Gift Shop, 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

	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Budget	**Budget**	**Budget**	**Budget**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**
Operating subsidy from DSAC	**92 753**	**107 623**	**104 522**	**105 341**	**110 973**	**115 976**	**121 301**	**126 786**
Deferred Income – Capital grant		**6 349**	**43 170**	**23 017**	**9 315**	**21 205**	**-**	**1 951**
Sales Revenue and Interest		**3 966**	**8 483**	**8 416**	**2 376**	**2 580**	**2 632**	**2 639**
TOTAL	**92 753**	**117 938**	**156 175**	**136 774**	**122 664**	**139 761**	**123 933**	**131 369**

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Rand thousand	**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**
Objective/Activity								
Administration	532 679	352 097	337 209	**348 533**	81 838	93 256	**89 021**	**94 362**
Business development	19 126	22 633	22 088	27 282	24 637	25 343	24 047	25 490
Public engagement	14 225	7 063	9 047	9 181	10 189	10865	10865	11 517
Samora Machel and Matola Museums	-	1 718	8 300	9 300	6 000	10297	-	-
Lilliesleaf								
Total	566 030	383 511	376 644	394 296	122 664	139 761	123 933	131 369
Economic classification								
Current payments	**566 030**	**383 511**	**376 644**	**394 296**	**122 664**	**139 761**	**123 933**	**131 369**
Compensation of employees	**61 382**	**60 158**	**58 316**	**58 948**	**63 245**	**63 245**	**63 245**	67 040
Salaries and wages	61 382	60 158	58 316	58 948	63 245	63 245	63 245	67 040
Social contributions	-	-	-	-	-	-	-	-
Goods and services	**292 805**	**308 611**	**318 328**	**335 348**	**59 419**	**76 516**	**60 688**	**64 329**
Of which								0
Audit costs: External	1 713	4 013	2 476	3 288	2 640	2 759	2 886	3 059
Communication (GandS)	615	568	1 312	1 805	1 123	1 274	1 332	1 412
Computer services	2 344	2 823	3 064	4 885	4 786	5 000	5 230	5 544
Consultants: Business and advisory services	891	607	2295	1 890	1 088	1 637	1 712	1 815
Legal services (GandS)	1 368	827	433	1 533	750	750	750	795

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Rand thousand	**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**	**Planning Budget Estimate**
Objective/Activity								
Science and technological services	-	-	-	-	-	-	-	-
Contractors	2 306	9 588	6 675	7 158	9 055	9 461	9 896	10 490
Maintenance and repairs of other fixed structures	2 301	9 588	6 675	7 158	9 055	9 461	9 896	10 490
Agency and support/outsourced services	7 508	8 045	811	4 236	4 457	4 657	4 871	5 163
Operating leases	263622,65	263 801	247 298	247 630	985	5 875	1 001	1060
Travel and subsistence	33,37023	428	190	-	261	272	285	302
Training and development	9,982	750	574	823	750	1 100	1 150	1 219
Operating payments	12 390	17 161	52 202	62 099	33 524	43 731	31 571	33 465
Depreciation	20 844	14691	-	-	-	-	-	-
Losses from	**190 999**	**51**	**-**	**-**	**-**	**-**	**-**	**-**
Sale of fixed assets	1 895	-	-	-	-	-	-	-
Impairments and Adjustments to Fair Value	189 100	51	-	-	-	-	-	-
Adjustments to Fair value of financial assets	189 100	-	-	-	-	-	-	-
Impairments to non-financial assets		51	-	-	-	-	-	-
Other	5	-	-	-	-	-	-	-
Interest, dividends, and rent on land	-	-	-	-	-	-	-	-
Total Expenditure	**566 030**	**383 511**	**376 644**	**394 296**	**122 664**	**139 761**	**123 933**	**131 369**

Explanation of the contribution of resources towards achievement of outputs:

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

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

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

Administration	**Audited Outcomes**				**MTEF Expenditure Estimates**			
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Economic classification:								
Compensation of employees	31 612	35 563	35 367	32 521	35 643	35 643	37 124	39 351
Goods and services	501 067	316 534	301 842	316 012	52 195	57 613	51 897	55 811
Total expenses	532 679	352 097	337 209	348 533	87 838	93 256	89 021	94 362
Staff complement (no.)	56	55	53	55	55	55	55	55
Business development	**Audited Outcomes**				**MTEF Expenditure Estimates**			
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Economic classification:								
Compensation of employees	17 676	20 081	16 368	20 418	21 326	21 326	19 845	21 036
Goods and services	1 450	2 552	5 720	6 864	3 311	4 017	4 202	4 454
Total expenses	19 126	22 633	22 088	27 282	24 637	25 343	24 047	25 490
Staff complement (no.)	23	20	22	23	23	23	23	23
Public engagement	**Audited Outcomes**				**MTEF Expenditure Estimates**			
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Economic classification:								
Compensation of employees	12 094	4 514	6 581	6 009	6 276	6 276	6 276	6 653
Goods and services	2 131	2 549	2 466	3 172	3 913	4 589	4 589	4 864

Total expenses	14 225	7 063	9 047	9 181	10 189	10 865	10 865	11 517
Staff complement (no.)	18	18	15	18	18	18	18	18
Liliesleaf, Samora Machel and Matola Museums	**Audited Outcomes**				**MTEF Expenditure Estimates**			
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Total expenses		1 718	8 300	9 300		10 297		

10. Updated Key Risks

Outcomes	Key Risks	Risk Mitigations
Redress, Inclusivity and Access	Failure to digitize cultural resources	Appointment of a long-term digitization service provider
Redress, Inclusivity and Access	Failure to acquire and digitize cultural resources	Develop a detailed plan for the acquisition of cultural resources
Redress, Inclusivity and Access	Failure to honour diverse heroes and heroines of Resistance and Liberation	Commemorations of ten national, continental and international days Increasing research of the names in other categories Name inscription on the Wall of Names

Outcomes	Key Risks	Risk Mitigations
Redress, Inclusivity and Access	Failure to honour diverse heroes and heroines of Resistance and Liberation Heritage (RLH)	Commemoration of ten national, continental and international days. Names Inscription on the Wall of Names.
Redress, Inclusivity and Access	Failure to maximise partnerships with academic institutions	Four completed papers/book chapters with research institutions. One conference with relevant institutions One seminar with relevant institutions
Improve governance on the implementation of policies	Failure to meet compliance requirements of the Institution	Annual declaration of interest Induction of new staff within 7 days Quarterly Policy workshop to staff members Twice a year training of Managers on Disciplinary Procedures
Sustainable diversified revenue streams	Financial sustainability	Implement one major fundraising event Increase targeted number Review Events Management model
Improve effectiveness and efficiencies in governance	ICT Infrastructure Maintenance and Security	Appoint ICT service provider Quarterly vulnerability testing to be conducted

Outcomes	Key Risks	Risk Mitigations
Improve effectiveness and efficiencies in governance	Inability to obtain Unqualified Audit	Annual training for responsible employees on GRAP and relevant update Monthly reviews of trial balance Preliminary 9 months AFS (Interim Financials) Quarterly reviews of management accounts
Improve the brand image for sustainability of the institution	Reputational damage	Annual customer relations training for staff and service providers

11. Public Entities

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

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 2025	R 2 000 000	R 0.00		

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)
2	Construction of the Phase 1 Welcome Centre	Administration	Construction	Capital	December 2024	April 2025	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.	Replacement of water taps with water saving demand taps	Administration	Replacement of Taps	Water Taps	January 2025	April 2025	R1 500 000	R0		
5.	Servicing of Distribution Board for	Administration	Serving of DB and	DB and repairs of generators	January 2025	April 2025	R3 000 000	R0		
6.	Repairs and Maintenance of HVAC, Ai conditioning at Freedom Park	Administration	Repairs and Maintenance	HVAC, Airconditioning at Freedom Park	January 2025	April 2025	R1 000 000	R0		
7.	Repairs and Maintenance of Fire Equipment	Administration	Repairs and Maintenance	Fire Equipment	January 2025	April 2025	R1 000 000	R0		
8.	Repairs and Maintenance of Internal Flame	Administration	Repairs and Maintenance	Eternal Flame	January 2025	April 2025	R1 000 000	R0		
9.	Repairs and Maintenance of Plumbing Services	Administration	Repairs and Maintenance	Plumbing Services	January 2025	April 2025	R1 000 000	R0		

13. Public Private Partnerships

PPP Name	Purpose	Outputs	Current value of Agreement	End-date of Agreement
Dandozest Restaurant	To source specialised skills to operate restaurant facilities and to enable Freedom Park to focus on its core activity.	• 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	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: 100%.
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	**Percentage of procurement allocated to Enterprises owned by youth, women, and persons with disabilities**
Definition	Support youth, women, and marginalized groups through procurement.
Source of data	Central Supplier Database, BBBEE certificate, or Company Registration.
Method of calculation/ assessment	Percentage measure.
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.

Indicator Title	**Percentage of procurement allocated to Enterprises owned by youth, women, and persons with disabilities**
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
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 digital platform visitor 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	Webmaster/ICT

Indicator Title	**Number of visitors registered**
Definition	A quantified number of guests or feet through the gate to participate in various activities including tours, amenities, events, functions, research, etc.

Source of data	CRM reports on registered visitors or guests visiting Freedom Park
Method of calculation/ assessment	Count of the number of guests and visitors at the point of entree registered per annum.
Means of verification	CRM reports or Guest Relations registry
Assumptions	Positioning programmes will attract visitors to the Freedom Park
Disaggregation of Beneficiaries (where applicable)	• 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	Guest Relations 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	Annually - 4th Quarter
Desired Performance	4 physical community programmes 6 Virtual programmes

Indicator Title	Number of Cultural education programmes
Indicator Responsibility	Educational Unit

Indicator Title	Number of education programmes
Definition	Increase access to cultural education by delivering physical or virtual presentations.
Source of data	Programme logs, attendance registers.
Method of calculation/ assessment	Simple count of presentations.
Means of verification	Programme 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	Education Unit

Indicator Title	Number of provincial Engagements
Definition	Increase engagements, collaboration and discussion with departments of education to FP educational programmes with national curriculum
Source of data	Programme logs, attendance registers.
Method of calculation/ assessment	Simple count of presentations.
Means of verification	Programme logs, attendance registers..
Assumptions	Continued public demand for educational programmes.

Indicator Title	Number of provincial Engagements
Disaggregation of Beneficiaries (where applicable)	Underserved communities, youth, women, marginalized groups.
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annually - 4th quarter
Desired Performance	1 provincial Engagements
Indicator Responsibility	Education Officers

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	Cumulative (year-end)
Reporting Cycle	Annually
Desired Performance	10 people trained
Indicator Responsibility	HR Manager

Indicator Title	Number of free-entry events to deserving community groups
Definition	Provide free-entry events for 5000 individuals.
Source of data	Ticketing system, subsidy logs.
Method of calculation/ assessment	Simple count of beneficiaries.
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	Cumulative (year-end)
Reporting Cycle	Annually – 4th Quarter
Desired Performance	1 000 individuals.
Indicator Responsibility	Events Unit

Indicator Title	Number of seminars, conferences, and 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)

Indicator Title	**Number of seminars, conferences, and public lectures conducted**
Reporting Cycle	Bi-annually- 2nd Quarter and 4th Quarter
Desired Performance	2 seminars/conferences/public lectures
Indicator Responsibility	Research Manager

Indicator Title	**Number of commemorations of heroes and heroines conducted**
Definition	Commemorate heroes and heroines through commemorative events.
Source of data	Event programme and participation logs.
Method of calculation/ assessment	Simple count of events.
Means of verification	Event programme and participation logs
Assumptions	Continued interest in commemorative events for cultural and historical heritage.
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 4th Quarter
Desired Performance	2 commemorations
Indicator Responsibility	Heritage Resource Manager

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

Indicator Title	**Commemoration of the day of reflection, the Battle of Cuito Cuanavale.**
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	Cumulative (year-end)
Reporting Cycle	Annually
Desired Performance	1 days of commemoration and reflection of the Battle of Cuito Cuanavale
Indicator Responsibility	Heritage Resource and Research Manager

Indicator Title	**Number of storytelling events 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. Event will ensure participation by a variety of experts from various relevant disciplines and types of institutions.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly 2nd, 3rd and 4th Quarter
Desired Performance	1 storytelling festival. 100 Storytelling presentations
Indicator Responsibility	Storytellers, Senior Storyteller

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.
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	8 dialogues .
Indicator responsibility	Researchers, Archivists, Research Manager.

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

Indicator Title	Programmes targeted at Youth
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annually - 4th Quarter
Desired Performance	1 New programmes targeted at Youth.
Indicator Responsibility	HOD: Corporate services and Human Resources Manager

Indicator Title	Number of interfaith and strategic programmes conducted
Definition	Conduct interfaith and strategic programmes to foster reconciliation, social cohesion, and peace.
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	Researchers; Research Manager

Indicator Title	Number of acquired heritage resources, 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.

Indicator Title	**Number of acquired heritage resources, relevant sources of information.**
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)
Reporting Cycle	Quarterly
Desired Performance	8 heritage resources acquired.
Indicator Responsibility	Chief Curator, Archivists

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	Archivists, Chief Curator

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 strategy documents and logs.
Method of calculation/ assessment	Simple count of digitized resources.
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 heritage resources
Indicator Responsibility	Archivists, Chief Curator

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.

Indicator Title	Number of names collected, verified and validated
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-annually – 1st and 3rd Quarter
Desired Performance	200 names collected, verified and validated
Indicator Responsibility	Researchers, Research Manager, Names Verification Committee.

Indicator Title	Number of names inscribed
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	Chief Curator

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.

Indicator Title	Number of temporary exhibitions developed/displayed
Means of verification	Exhibition installation records
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	Exhibition Developer, Curator, Chief Curator

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	Cumulative (year-end)
Reporting Cycle	Annually – 4th quarter
Desired Performance	4 published Research papers,6 opinion pieces written and 6 Interactive articles.
Indicator Responsibility	Researchers, Research Manager

Indicator Title	Clean audit outcomes
Short definition	The indicator measures the effectiveness of developed and implemented internal controls for effective and efficient financial management, organisational 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	Simple count
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	Total generated revenue in cash and 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

Indicator Title	Total generated revenue in cash and kind raised
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	Cumulative (year-end)
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	Percentage of ICT Strategy projects implemented
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	Cumulative (year-end)
Reporting Cycle	Annually 4th Quarter
Desired Performance	20% of ICT projects implemented
Indicator Responsibility	Chief Financial Officer

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	Events Coordinators

Indicator Title	Number of high premium Corporate Events
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	Cumulative (year-end)

Indicator Title	Number of high premium Corporate Events
Reporting Cycle	Annually -4th Quarter
Desired Performance	2 High premium Corporate Events.
Indicator Responsibility	Events Team

Indicator Title	Number of members in customer loyalty programme
Definition	Growth in repeat 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
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	Cumulative (year-end)
Reporting Cycle	Annually
Desired Performance	2 High premium Corporate Events.
Indicator Responsibility	Events Team

Annexure A: Amendments to the Revised 2025/26 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.
	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 procurement allocated to Enterprises owned by youth, women, and persons with disabilities	70% of all procurement transactions awarded to youth, women and people with disability	Central Supplier Database, BBBEE certificate, or Company Registration.
	Number of Heritage resources digitized	2000 Heritage resources digitized	Digitization strategy documents and logs.
	Number of Heritage resources/ relevant sources of information acquired.	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.

Institution	Output Indicator	Annual Target	Data Source
	Number of temporary exhibitions developed / displayed in //hapo	6 temporary exhibitions /developed displayed	Exhibition installation records, // hapo storyline; exhibition concept
	Annual Day of Reflection on the Resistance and Liberation Heritage conducted	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 physical or virtual presentations of education programmes	80 Education programmes	Programme logs, attendance registers.
	Number of community-based projects implemented	4 physical community programmes 6 Virtual programmes in communities	Project implementation reports.
	Number of provincial Engagements	1 Number of provincial Engagements	Programme logs, attendance registers.
	Percentage of Heritage resource collection digitized online	Digitize 80% of 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.

Institution	Output Indicator	Annual Target	Data Source
	Number of community-based projects	Implement 2 community-based projects	Project implementation reports.
	Number of completed research papers / articles	4 Published research papers 6 Opinion pieces (written and verbal interviews on radio or tv 6 Interactives articles	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.
	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	400 000 digital platforms visitors' engagement	Google Analytics, CRM reports.
	Number of strategic partnerships signed and activated	4 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; being construction cost (plus capitalised research and development cost and infrastructure.)

Broad Framework for Freedom Park

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

Quantitative aspects

Materiality level

The Park assesses the level of a material loss as being R 290 381; being 0.25% of gross budgeted expenditure (R 116 152 725) for all transactions reflected in the statement of financial performance.

The Park assesses the level of a material loss as being R1 101 988; being 0.25% of the carrying value of the 2022/23 non-current assets (R 440 795 366) for all balances reflected in the statement of financial position.

Motivation

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

Factors considered

In determining the said materiality value as 0,25% of gross expenditure (operating cost, plus capital expenditure), FP considered factors that include:

Nature of FP's business.

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

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

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

Statutory requirements applicable to FP.

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

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

The control and inherent risks associated with FP

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

- Proper and appropriate governance structures have been established that include a Council, CEO, CFO position, and the position of 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 recognises that misstatements that are large either individually or in the aggregate may affect a “reasonable” user’s judgement. Further, misstatements may also be material on qualitative grounds. These qualitative grounds include amongst 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 behaviour of an officer or staff of FP.
- Any infringement of the park agreed performance levels.
- Procedures/processes required by legislation or regulation (e.g., PFMA and the Treasury Regulations).
- Unauthorised, irregular or fruitless and wasteful expenditure.
- Items of a non-financial nature, which would impact on the continued operation and deliverables of the park.

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

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

Definitions and Abbreviations

Accounting Authority:	Freedom Park Council
Executive Authority:	National Department of Sports, Arts and Culture
`Entity:	Freedom Park (FP or Park)
PFMA:	Public Finance Management Act (Act 1 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, unauthorised, fruitless and wasteful expenditure

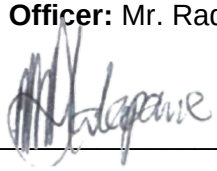
Further/Specific Requirement (PFMA section 55 (a))	FP Response: Quantitative	FP Response: Qualitative
and wasteful expenditure that occurred during the financial year: (ii) any criminal or disciplinary steps taken consequence of such losses or irregular expenditure or fruitless and wasteful expenditure. (iii) any losses recovered or written off. (iv) any financial assistance received from the state and commitments made by the state on its behalf; and (v) Any other matters that may be prescribed.	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 2025

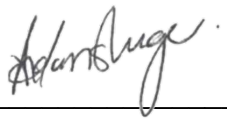
Acting Accounting Officer: Mr. Lekgantshi Console Tleane

Signature: 

Date: 31 January 2025

Executive Authority:

Ms. Charnie-Lee Adams-Kruger

Signature: 

Date: 31 January 2025

Annexure E: Council Charter

Freedom PARK
a heritage destination

an agency of the
Department of Sport, Arts and Culture

COUNCIL CHARTER AND CODE OF CONDUCT

_____

CHAIRPERSON OF FREEDOM PARK COUNCIL

APPROVED	2001
REVIEWED	28 April 2022
NEXT REVIEW	April 2025

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INTRODUCTION

1.1. Freedom Park is a declared National Heritage site in terms of Section 27(5) of the National Heritage Resources Act No. 25 of 1999, and declared as such in terms of GG Notice No. 40673, Vol. 621, 10 March 2017) In line with good governance Freedom Park has drawn up this Council Charter in accordance with the recommendations of the King Report IV, subject to the provisions of the Cultural Institutions Act No. 119 of 1998, the Public Finance Management Act, 1999 (Act No 1 of 1999), and any other applicable law or regulatory provision.

2. APPLICABLE LEGISLATION

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

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

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

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

3. DEFINITIONS

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

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

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

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

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

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

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

3.1.2.5. **"*Department*"** means the Department of Arts and Culture;

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

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

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

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

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

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

4. PURPOSE OF THE COUNCIL CHARTER

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

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

4.1.2. This Council Charter sets out:-

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

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

5. APPOINTMENT, COMPOSITION AND REMUNERATION

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

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

5.3. To maintain a balance of power, the governing body consists of a majority of non-executive members, most of whom are independent. Independence is determined if the governing body concludes that there is no interest, position, association, or

relationship which, is likely to influence unduly or cause bias in decision-making in the best interest of the organisation.

5.4. The Members of the 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 the 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 representativity.

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

5.9.1. resigns in writing;

5.9.2. has been absent from three consecutive meetings of the 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 offense involving dishonesty or bodily harm and is sentenced to imprisonment without the option of a fine; or

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

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

5.11. The Chairperson is elected from and by the appointed Members of Council and holds office for the period or the unexpired portion of the period for which he or she has been appointed as 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 not able to preside at that meeting, the Members present must elect one of their number to preside at that meeting and that person may, during that meeting and until the Chairperson resumes his or her functions, perform all those functions.

6. TERM OF OFFICE

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

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

7. VACANCIES

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

8. FUNCTIONS OF COUNCIL

8.1. The functions of the Council are-

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

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

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

8.1.4. to raise funds for the institution;

8.1.5. to manage and control the moneys received by the declared institution and to utilise 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 declared institution,

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

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

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

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

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

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

9. FIDUCIARY RESPONSIBILITIES OF COUNCIL

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

9.2. Council is the accounting authority.

9.3. Council must-

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

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

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

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

9.4. A Member of the Council may not—

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

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

9.5. A Member of Council must—

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

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

10. GENERAL ROLES AND RESPONSIBILITIES OF COUNCIL

10.1.Council —

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

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

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

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

10.1.5. must take effective and appropriate steps to—

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

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

10.1.5.3. manage available working capital efficiently and economically;

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

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

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

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

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

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

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

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

10.1.10. If the Council is unable to comply with any of the responsibilities determined for an accounting authority, the 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.

12. STRATEGY, PERFORMANCE AND REPORTING

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

12.1.1. steering and setting the direction for strategy;

12.1.2. considering, challenging and

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

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

12.1.5. exercising ongoing oversight of strategy implementation and assessment.

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

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

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

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

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

13. STAKEHOLDERS:

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

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

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

14. INFORMATION TO BE SUBMITTED BY COUNCIL

14.1. Council must submit to the 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 of 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, the 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 the 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 judgment 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 in order to determine the scope and delegation of its authority and to ensure that it reserves specific powers and authority for itself as outlined in the Act.

15.9. All delegated authority shall be in writing and shall be evaluated on a regular basis, to ensure relevance and effectiveness and to be in line with the relevant changes in the organisation.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

15.20.1. Preserve and protect the natural environment; and

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

16. COUNCIL PROCEDURES

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

16.2. The Council Members shall comply with all relevant legislation and shall be required to maintain strict confidentiality of all information relating to the functions and activities of 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. Council's discussions shall be open and constructive and have to always produce resolutions and action plans;

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

16.6. Council shall have sole authority over its agenda. Any Member of the 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 and business plan and performance agreements for senior management;

17.2. approve the annual and half-yearly financial statements and statutory reports and public announcements;

17.3. review the performance of Council and Council Committees

17.4. review CEO's remuneration;

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

18. COUNCIL COMMITTEES

18.1. Council is authorised to establish Committees, in which members of the Council shall play an important role, in assisting it in the execution of its duties, powers, and authorities.

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

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

18.4. Council shall constitute the following committees:

18.4.1. Audit and Risk;

18.4.2. HR and Remuneration;

18.4.3. Core Business;

18.4.4. Ethics and Legal;

18.4.5. Finance and Fundraising; and

18.4.6. Executive.

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

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

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

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

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

19. MATTERS RESERVED FOR COUNCIL DECISION

19.1. Council shall be responsible for undertaking regular performance assessments of the Council as a whole, Committees, the CEO, and individual Managers in order to evaluate their effectiveness and performance. It will also focus on the following focus areas:

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

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

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

19.1.4. including significant re-alignment of the businesses with key strategic thrust;

19.1.5. consideration and approval of any major transactions; and

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

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

20.1. adoption of any significant change or departure in the accounting policies and practices of the organisation;

20.2. approval of annual financial statements, interim reports and all matters related thereto;

20.3. Statutory and administrative with the guidance of the relevant Council Committee

20.3.1. propose legislative amendments to the Minister on areas that prohibit effective performance of the organisation;

20.3.2. settlement of legal or arbitration proceedings, where material, excluding those proceedings that are conducted in the ordinary course of business;

20.3.3. granting general signing authorities and changes pursuant to the Act;

20.3.4. formulation of policies in relation to trade union relations and industrial relations.

21. CORPORATE GOVERNANCE

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

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

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

22. RISK MANAGEMENT

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

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

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

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

23. ACCOUNTABILITY AND AUDIT

23.1. Council shall establish Audit and Risk Committee to review and monitor the financial reporting, audit requirements and internal control principles and to maintain an appropriate relationship with the organisation's auditors and for making all such related recommendations to Council.

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

24. REMUNERATION OF EMPLOYEES

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

25. MEETINGS AND COUNCIL ATTENDANCE

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

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

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

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

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

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

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

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

26. PROCEEDINGS OF MEETINGS

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

26.1.1. An annual calendar of meetings, with an outline of the cyclical business to be considered at each meeting, shall be drawn up by the Company Secretary, in

conjunction with the CEO. It shall be presented for advance tabling, discussion and agreement by Council.

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

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

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

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

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

27.1. **Reports on:**

27.1.1. strategic initiatives and progress in relation thereto;

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

27.2. **Documents requesting approval of:**

27.2.1. minutes of previous meetings;

27.2.2. any matters requiring specific approval by Council.

27.3. **Reports by:**

27.3.1. key operational personnel;

27.3.2. Chief Financial Officer.

27.4. **Committee documentation:**

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

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

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

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

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

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

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

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

27.5.6. Council shall make a statement in the annual report on its terms of reference and activities, the processes used in discharging its responsibilities and duties, the membership of the various Committees, the number of Council and Committee meetings and the attendance of members over the course of the financial year.

28. PROFESSIONAL OR BUSINESS SERVICES PROVIDED BY COUNCIL MEMBERS

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

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

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

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

29. ROLE OF THE CHAIRPERSON

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

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

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

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

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

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

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

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

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

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

29.2.9. Undertaking the management of the governing body

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

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

29.2.12. Be accountable to the governing body; and

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

30. ROLE OF THE CHIEF EXECUTIVE OFFICER

30.1. The Chief Executive Officer is appointed by Council.

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

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

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

30.3.2. achievement of performance goals, objectives and targets;

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

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

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

30.3.6. serving as the chief spokesperson of the organisation.

31. THE COMPANY SECRETARY

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

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

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

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

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

32. DUTIES OF COUNCIL MEMBERS AND DISCLOSURES OF INFORMATION

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

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

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

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

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

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

33. GENERAL

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

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

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

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

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

34. ASSESSMENT

34.1. Performance of the governing body, governing body committees and individual governing body members is assessed annually, whether internally or independently.

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

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: …….