Freedom PARK
a heritage destination

an agency of the
Department of Sport, Arts and Culture

Freedom Park

Strategic Plan for

2025 – 2030

Executive Authority Statement

The Strategic Plan 2025-30 was formulated and is hereby presented to both official platforms of the state and the public against the backdrop of three critical developments. First, the country celebrated 30 Years of Democracy with year-long activations throughout 2024. Freedom Park was honored to host three of those events - the Launch of Freedom Month in April 2024; 30 Years of Former President Nelson Mandela's Inauguration Speech on May 10th; and the reflection on the 30 Years of Democracy by Former President Thabo Mbeki. These reflections assisted in anchoring the organization as a strategic center for the deepening of the democratic project.

The second major development against which this Plan was formulated was the general elections that ushered in the 7th Administration of the democratic state. The elections yielded a completely new political landscape; a multi-party Government of National Unity (GNU), as no single party managed to achieve an outright majority.

The onset of the GNU has meant that the government would be infused with new ideas and even new ways of doing things. As an organization whose focus includes Nation and Continent Building, we understand the GNU to bring in diversity of views that should be blended into a shared vision. To use the metaphor by the late Neville Alexander, the diversity of views should serve as tributaries that pour into the Groot Gariep River.

The third development that has shaped this Plan is the institution of a new Council by the Minister of Sport, Arts and Culture. The Council assumed Office in November 2024 and will serve as the Accounting Authority until October 2027. With a new Council came fresh sets of ideas that will strengthen the work done by the previous Council while also inserting innovative ways of governing the organization.

Freedom Park is a national Legacy Project and a leading national and international icon of humanity and freedom. The organization, and the Park as a physical site, represents the tenacity of the endeavor for freedom and the best articulation of the human spirit. At the core of its mandate is to honour all who gave their lives so that South Africa could be freed from oppression and exploitation. Re-centering the organization's mandate is what will occupy the Council throughout its tenure. This will require the strengthening of the Core Business of the institution, which is the preservation of the heritage of the history of humanity and the endeavors for freedom. The three components of the Heritage and Knowledge Department will thus be strengthened – Heritage Resources, Research, and Education.

The Education Unit will focus largely on working with schools to integrate our offerings with the Basic Education Curriculum and Assessment Policy Statement (CAPS) and beyond. The Heritage Resources Unit will be supported to position the Pan African Archives (PAA) as a strategic resource for researchers. Last, the Research Unit will increase its output, particularly regarding publications. Collaboration with institutions of higher learning and academic publishers will thus be established and where such exchange of information already exists measures will be put in place to strengthen those.

As an icon of liberation, Freedom Park should be celebrated by all South Africans. It must also attract visitors from across the African continent and beyond. Against this vision, the Council has set the goal of enhancing the Freedom Park Brand through a focus on three interrelated interventions. First, increasing Brand Awareness through aggressive and innovative communications and marketing campaigns; ensuring increased brand exposure, knowledge, and affinity. Second, increasing Visitor Numbers. The central component of that intervention would be to attract more local visitors; positioning the Park as one of the key attractions for international tourists.

We believe that our unique heritage and knowledge offering should position us as a key attraction in the country. One area that we have resolved to work on more is attracting more schools to visit the Park. At the time of finalizing this Plan, discussions were at an advanced stage with the Gauteng Department of Education to ensure that as many schools as possible visit the Park. Other provinces will also be approached to encourage their respective education departments to send schools for visits.

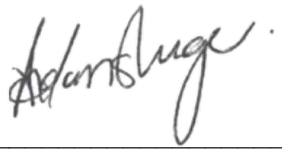
A dedicated focus on schools is critical in order that the institution may contribute to the preservation of the liberation heritage and the education of the nation broadly.

The third leg of the strategy will be to enhance Revenue Collection. Increased efforts will be made to complement the grant that we receive from the Department of Sport, Arts and Culture (DSAC).

Supporting the heritage and knowledge offered by the organization should be a strong governance regime that the new Council has resolved on entrenching. The organization must move from a qualified to a clean audit. In that regard, the three focal areas of the audit – financial statements, compliance, and performance – will be improved. A positive organizational culture that is supportive of staff endeavors to strengthen the organization will

be another focal area for the Council. The staff must feel appreciated and encouraged to do more with the resources that they have.

As we open the chapter for the next 30 Years of Our Democracy, we present this 5-Year Strategic Plan with the express aim of taking Freedom Park to greater heights.



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

Accounting Officer Statement

As we embark on the next five-year journey, Freedom Park remains steadfast in its mission to amplify African voices, tell our collective stories, and contribute to reconciliation and nation-building. Over the past five years, the organization has made significant strides in fostering national unity through heritage, promoting cultural diversity, and historical reflection. Our efforts to engage with different communities and polarized groups have further solidified our role in celebrating South Africa's diverse heritage and contributing to social cohesion.

Looking ahead to 2025-2030, Freedom Park will focus on further increasing its impact. Our past achievements, including a performance rate of 87.5% and the inscription of more than 185 000 names on the Wall of Names, serve as milestones that will drive future progress and place the organization in the hearts and minds of South Africans. As we continue to commemorate the eight conflicts that have shaped our nation, we will also intensify our efforts to attract local and international visitors through a diverse range of activities and offerings.

Financial sustainability remains a key challenge. With government grants declining, our financial turnaround strategy will become an essential tool to ensure sustainability. We will continue to pursue innovative fundraising strategies, building on successes such as our partnerships with South Africa Primary Education Support Initiative (SAPESI) and other diverse stakeholders, which have supported our educational programs and outreach initiatives. We will also continue, and build on the relationships forged with various embassies, to ensure that we trace the footsteps, and document the experiences and achievements of those who ushered us into the freedom that we enjoy today. These collaborations have enabled Freedom Park to maintain relevance and impact in an ever-changing environment.

In alignment with the Fourth Industrial Revolution, Freedom Park will invest in technological innovations such as online bookings, virtual tours, and enhanced customer relationship management systems. These developments will not only modernize our operations but will also enhance visitor engagement and ensure that we provide a seamless and enriching experience.

Gender-based violence has become a scourge in our country. Over the coming five years, Freedom Park will embark on impactful programmes that will focus on schools, communities,

and media interventions to promote gender equality and prevent violence against women by challenging stereotypes that give men power over women. We will also implement programmes against GBV, targeting people with living disabilities, the youth, and children.

Such activities may include annual dialogues and exhibitions on creating awareness of, and combating, gender-based violence; accessible heritage tours and storytelling for persons with disabilities; and initiating mentorship and skills development programmes for the youth and women.

For children, interactive educational programs and heritage camps will help them to understand cultural identity and history. In this regard, the collaboration of civil society, educational institutions, and government partners will be of prime importance in making these activities catalysts for social change and contributing toward an inclusive, respectful, and empowered society.

As we navigate the next five years, we look forward to introducing the recently completed Gallery of Leaders Project, which honours and celebrates 48 outstanding National, Continental and International leaders who contributed to the fight for freedom and humanity. We hope that this addition to our product offerings will add value and contribute to the growth of the institution. Freedom Park is committed to preserving the legacy of South Africa's rich history while embracing the future. Our goal is to remain a dynamic institution that fosters national unity, reconciliation, and social cohesion through strategic innovation, sustainability, and cultural education.

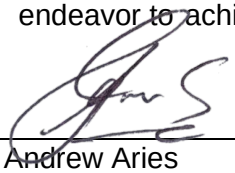


Mr. LC Tleane
Acting Chief Executive Officer
Accounting Officer of Freedom Park

Official Sign-off

It is hereby certified that this Strategic Plan:

- It was developed by the management of the Freedom Park under the guidance of the Council of Freedom Park.
- Consider all the relevant policies, legislation and other mandates for which Freedom Park is responsible.
- Accurately reflects the Impact, Outcomes and Outputs, which the Freedom Park will endeavor to achieve over the period 01 April 2025 until 31 March 2030.



Dr. Andrew Aries

Acting: Company Secretary



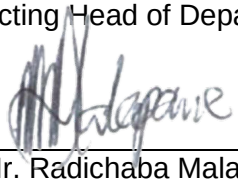
Ms. Slindokuhle Shamase

Head of Department: Heritage & Knowledge



Mr. Ditiro Ramogayane

Acting Head of Department: Corporate Services



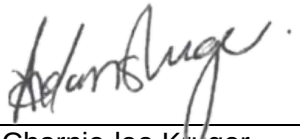
Mr. Radichaba Malapane

Chief Financial Officer



Mr. Lekgantshi Console Tleane

Acting Chief Executive Officer



Ms. Charnie-lee Kruger

Chairperson

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

Date:

CONTENTS

Abbreviations And Acronyms 9
Part A: Our Mandate 9
1. Constitutional mandate 9
2. Legislative and policy mandates 10
3. Institutional Policies and Strategies over the five-year planning period 10
4. Relevant Court Rulings 11
Part B: Our Strategic Focus 11
1. Vision 11
2. Mission 11
3. Values 12
4. Situational Analysis 12
4.1 External Environment analysis 12
4.2 Internal Environment analysis 13
Part C: Measuring Our Performance 15
5. Institutional Performance Information 15
5.1 Measuring the Impact 15
5.2 Measuring our Outcomes 15
5.3 Explanation of Planned Performance over the Five-Year Planning Period 20
6. Key Risks 27
7. Public Entities 28
Part D: Technical Indicator Descriptions (TIDs) 29

ABBREVIATIONS AND ACRONYMS

AA	Accounting Authority
APP	Annual Performance Plan
B-BBEE	Broad-Based Black Economic Empowerment
CAPS	Basic Education Curriculum and Assessment Policy Statement
DSAC	Department of Sport, Arts and Culture
FY	Financial Year
ICT	Information Communications Technology
MOU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NT	National Treasury
PFMA	Public Financial Management Act
SAPESI	South African Primary Education Support Initiative
SCM	Supply Chain Management
SONA	State of the Nation Address
RLH	Resistance and Liberation Heritage
PAA	Pan African Archives
IKS	Indigenous Knowledge System

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

Constitutional mandate relevant to Freedom Park includes:

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

2. LEGISLATIVE AND POLICY MANDATES

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

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

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.

4. Relevant Court Rulings

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

Part B: Our Strategic Focus

1. Vision

To be the leading national heritage site that honors South Africa's history, promotes social cohesion, and fosters reconciliation through the preservation of heritage and cultural narratives.

2. Mission

To preserve the legacy of the struggles for freedom and humanity, educate the nation in its history, and contribute to nation-building through heritage and cultural initiatives.

3. VALUES

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

- Respect for diversity
- Inclusivity
- Integrity
- Transparency and Accountability
- Patriotism
- Human dignity
- Ethical conduct

4. SITUATIONAL ANALYSIS

4.1 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 there 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.

4.2 Internal Environment analysis

Through its various programmes, carried out by its departments, the organization continues to fulfill its mandate of honoring those who gave their lives for humanity and the liberation of South Africa in particular. To achieve that, the organizational structure had to be configured to meet the objectives set out in the broad strategic goals – being an icon of humanity and freedom.

The restructuring process ensuing from the organizational redesign was completed in 2024. All employees were successfully placed and retained their benefits. The stated principled stance of ensuring that ‘no one would lose their job or be worse off’ was achieved. Since then, the Council has identified two critical issues that will be addressed. First, the need to increase the capacity of the Heritage and Knowledge Department, which is central to the organization’s core mandate. Second, a look into the equity profile; the aim being to ensure that the organization reflects the country’s demographics

As inferred above, getting into the next five-year circle – 2025 to 2030 – the organization has an established and funded structure. Existing vacancies will therefore be filled, in order that the organization’s mandate may be fully executed. At the same time, the organizational

structure will be revisited, to ensure that the structure is responsive to and meets the objectives outlined in this Strategy.

In addition to addressing both the configuration and composition of the structure, the Council has identified six (06) broad areas that require strengthening during the five-year circle. These are: improved research output (both quantitatively and qualitatively), establishment and activation of strategic partnerships, enhancing the organization's brand, increasing visitor numbers, revenue generation, and achieving a clean audit.

A key component in relation to the strengthening of the research output will be publications. The organization will focus on two key areas of research that respond to our mandate – liberation heritage and Indigenous Knowledge Systems (IKS). The aim will be to publish in accredited academic journals as well as publish books and book chapters with academic publishers. To achieve this, the Research Unit will have to be capacitated as part of the broader strengthening of the Heritage and Knowledge Department.

The above – the strengthening of the Heritage and Knowledge Department and the enhancement of the Freedom Park Brand with the view to attracting more visitors and generating revenue – will also require the expansion of stakeholder networks that the organization has. An intentional focus will be developed around having stakeholder relations that are of maximum benefit to Freedom Park, these being to enhance the brand, expand the organization's reach, and enrich its core offerings.

PART C: MEASURING OUR PERFORMANCE

5. INSTITUTIONAL PERFORMANCE INFORMATION

5.1 Measuring the Impact

5.2 Measuring our Outcomes

Impact statement	A diverse, socially cohesive society with a common national identity

Priority 1: Drive Inclusive Growth and Job Creation			
Outcomes	**Outcomes Indicators**	**Baseline**	**Five-Year Targets**
Improve effectiveness and efficiencies in governance by creating employment opportunities	Number of job opportunities created	New indicator	100 job opportunities created
Support youth, women, and marginalized groups through procurement	Percentage of Total Procurement allocated to enterprises owned by youth, women, and persons with disabilities	70% procurement allocated to enterprises Owned by youth, women, and persons with disabilities	70% procurement allocated to enterprises owned by youth, women, and persons with disabilities
Enhance digital engagement and broaden FP's digital audience	Number of digital platform visitor engagements	45 000 digital platform visitors' engagement	2 000 000 digital platform visitors' engagement

Priority 2: Reduce Poverty and Tackle the High Cost of Living			
Outcomes	**Outcomes Indicators**	**Baseline**	**Five-Year Targets**
Train participants, including youth and marginalized groups, to acquire heritage and tourism-related skills	Number of people trained in heritage and tourism-related skills	New Indicator	50 people to be trained
Providing free entry to deserving communities	Number of deserving community groups provided with free access annually	New Indicator	Provide 5 000 individuals from deserving communities with free entry

Priority 3: Build a Capable, Ethical, and Developmental State			
Outcomes	**Outcomes Indicators**	**Baseline**	**Five-Year Targets**
Unqualified audit outcomes which align to building a capable, ethical and governmental state	Unqualified audit outcomes	Unqualified audit opinions	Clean audit opinions
Increased revenue generation through creative activities	Total generated revenue in cash and kind raised	R20 Million generated revenue in cash and in-kind raised by 2024/25	R30 Million generated revenue. (R20 Million in cash and R10 Million in-kind raised)
Projects implemented through the ICT Strategy	Percentage of ICT projects implemented	100% of projects implemented through the ICT Strategy	100% of projects implemented through the ICT Strategy
Establish strategic partnerships with key stakeholders to support cultural and educational programmes that align with community development and heritage preservation goals.	Number of strategic partnerships signed and activated	New indicator	20 strategic partnerships signed and activated
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 Number of high-premium corporate events hosted per year.	New indicator	Host 10 high-premium corporate events over five years.

Priority 3: Build a Capable, Ethical, and Developmental State			
Outcomes	**Outcomes Indicators**	**Baseline**	**Five-Year Targets**
Enhanced public awareness, increased visitor numbers, and strengthened brand identity of FP as a premier cultural and historical destination in South Africa.	Growth in repeat visitors measured through the loyalty program, and Increased market reach and engagement metrics from advertising campaigns.	New indicator	Enroll 5 000 members in the customer loyalty program within five years, and Attain a 20% growth in market engagement as indicated by campaign analytics.

Priority 4: Social Cohesion and Safe Communities			
Outcomes	**Outcomes Indicators**	**Baseline**	**Five-Year Targets**
Increase access to cultural education by delivering physical or virtual presentations that engage underserved communities and promote cultural awareness	Number of cultural education programmes	New Indicator	Implement 20 Physical programmes Implement 30 Virtual programmes in communities
Delivery of Education Programmes and Storytelling Performances (Physical and Virtual) targeting schools, and international audiences	Number of educational programmes and storytelling presentations	New Indicator	400 Education Programmes
Annual Provincial Education Engagements conducted to align Freedom Park Education Programmes to the Basic Education National Curriculum	Provincial Education Engagement programmes	New Indicator	5 Provincial Engagements
Conduct seminars/conferences/public lectures to emancipate the African voice	Number of seminars, conferences, and public lectures conducted	10 seminars/conferences/public lectures conducted	10 seminars/conferences/public lectures conducted
Commemorate heroes and heroines of the liberation struggle	Number of commemorations of heroes and heroines conducted	9 commemorations of heroes and heroines	10 commemorations of heroes and heroines

Priority 4: Social Cohesion and Safe Communities			
Outcomes	**Outcomes Indicators**	**Baseline**	**Five-Year Targets**
Host Regional Days of Commemoration and Reflection to honour the legacy of resistance and liberation struggles, fostering a shared cultural identity and promoting social cohesion.	Commemoration of the Day of Reflection (the Battle of Cuito Cuanavale).	5 commemorations (the Battle of Cuito Cuanavale).	5 commemorations (the Battle of Cuito Cuanavale).
Preservation of Indigenous Knowledge Systems (IKS) through story telling.	Number of storytelling festivals hosted	5 storytelling festivals conducted	5 storytelling festivals hosted, and 500 storytelling presentations and performances
Conduct dialogues to emancipate the African voice	Number of dialogues conducted	28 dialogues conducted	40 dialogues conducted
Outreach programmes targeted at the youth to promote social cohesion	Programmes targeted at the youth	New Target	5 new programmes targeted at the youth
Interfaith and strategic programmes/projects to foster reconciliation, social cohesion, and peace	Number of interfaith and strategic programs conducted	17 interfaith and strategic programs conducted	20 interfaith and strategic programs 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	31 heritage materials acquired	40 heritage resources/relevant sources of information acquired.
Process heritage resources according to established standards to preserve cultural heritage, support research, and ensure that heritage materials contribute to development initiatives.	Number of heritage resources processed	8 100 heritage resources processed	10 000 heritage resources processed
Digitize heritage resources to enhance accessibility, promote heritage, and support educational and research activities.	Percentage of heritage resources collection digitized online	New Indicator	Digitize 80% of the processed heritage resources
Collect, verify and validate names of heroes and heroines of the liberation struggle	Number of names collected, verified and validated	800 names verified and validated	1 000 Names collected, verified and validated.

Priority 4: Social Cohesion and Safe Communities			
Outcomes	**Outcomes Indicators**	**Baseline**	**Five-Year Targets**
Honour the heroes and heroines of the struggles for freedom and humanity by inscribing their names on the Wall of Names	Number of names inscribed on the Wall of Names	900 names inscribed	1 000 names inscribed on the Wall of Names
Install temporary exhibitions to enhance the permanent exhibition	Number of temporary exhibitions developed/displayed	21 temporary exhibitions developed/displayed	25 temporary exhibitions developed/displayed
Complete research papers / articles that decolonize history, heritage and spirituality (RLH), and promote, protect and preserve IKS	Number of heritage and culture sector research/articles completed	36 research papers / articles completed	20 published research papers 30 opinion pieces written 30 interactive articles
Boost visitor numbers to promote cultural engagement and tourism	Number of visitors registered	114 000 visitors registered	350 000 visitors registered

5.3 Explanation of Planned Performance over the Five-Year Planning Period

The planned performance over the 2025–2030 period focuses on achieving Freedom Park's mission of honouring the heroes and heroines of the struggles for freedom and humanity, fostering reconciliation, and building a socially cohesive society. The institution's strategies align national and international priorities, emphasizing inclusivity, accessibility, and the effective use of resources. The following provides an overview of the planned outcomes and their alignment with strategic goals:

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

The planned outcomes are designed to address key priorities outlined in the National Development Plan (NDP) and Freedom Park's mandate. These include:

- **Social Cohesion and Safe Communities:** Strengthen cultural education, commemorate heroes and heroines, and promote Indigenous Knowledge Systems (IKS).
- **Inclusive Growth and Job Creation:** Create employment opportunities, support marginalized groups, and enhance access to cultural and heritage resources.
- **Reduce poverty and tackle the high cost of living:** Create training opportunities that allow our youth to partake in the tourism industry with firm knowledge of South African history and heritage
- **Building a Capable, Ethical, and Developmental State:** Maintain high governance standards, diversify revenue streams, and implement innovative strategies for financial sustainability.

The planned performance is driven by the Heritage and Knowledge Department, which anchors Freedom Park's mandate as the agency of the Department of Sport, Arts and Culture (DSAC), is about 'Redress, Inclusivity and Access'. Key components include:

- **Heritage Resource Management:** Acquisition, digitization, and processing of heritage resources to preserve and promote South Africa's cultural legacy.

- **Education Programmes:** Providing decolonized education materials and hosting heritage education events targeting youth and underserved communities.
- **Research and Development:** Producing research that decolonizes history and promotes IKS, fostering reconciliation and social cohesion.

The fulfilment of the outcome of “Redress, Inclusivity and Access’ contributes variably to:

- The National Development Plan’s priority, which is ‘Social Cohesion and Safe Communities’;
- The White Paper on Arts and Culture target of ‘Extending arts, culture and heritage infrastructure, facilities and resources beyond colonial and apartheid boundaries’, and ‘Providing education, training and skills through formal and informal programmes);
- The Government of National Unity’s focus to advance three strategic priorities: Driving inclusive growth and job creation; Reducing poverty and tackle the high cost of living; and Building a capable, ethical and developmental state.

Through the refocused priorities and inclusion of a goal on reducing poverty and tackle high cost of living, Freedom Park will continue to offer and extend free entrance to sectors of the country to ensure they too enjoy this great investment that South Africa made. Also, various national imperatives that looks at: Promoting nation building, social cohesion and celebrating our diversity as a nation; ‘Stepping up the fight against racism, sexism, homophobia and other intolerances’; ‘Building a better Africa and a better World’; State of the Nation Address (SONA), ‘Education and skills’, ‘Social cohesion and safe communities’, ‘A better Africa and the World’; and some of the Minister’s strategic objectives on prioritizing repatriation of South African heroes and heroines in exiles, ‘Programmes that provide access to library and archival infrastructure for all, and, ‘Support school curriculum that teaches correct South African history and heritage’.

The organisation’s mandate which is to ‘honour heroes and heroines of the struggles for freedom and humanity, to foster reconciliation, social cohesion and nation building’ will be strengthened. The Heritage and Knowledge resources, educational and research programmes which target previously disadvantaged women, youth and people with disabilities as part of the fulfilment of the departmental outcome of ‘Redress, Inclusivity and Access’, will also be strengthened.

Public Participation programmes will focus on increasing demand for Freedom Park's products and services in the next medium-term period. This will be done through various interventions to support the envisaged outcome. Positioning Freedom Park as a historical and heritage destination has become a key factor. That will be done to various target markets inclusive of activities targeting youth and women in honoring heroes and heroines of the struggles memorialized by the Freedom Park. These interventions will help portray and celebrate the role played by youth and women in the 8 conflicts depicted on Freedom Park's Wall of Names. In addition, youth and previously underserved communities will be targeted to expose them to the untold South African history to encourage emancipation of African Voice in their journey to decolonize education as is the new struggle emerging.

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

The Heritage and Knowledge Department's Heritage Resources Unit outcome indicators deal with acquisition, digitization and processing of archival materials and collections generated by peoples and organizations which were at the forefront of the Pan African struggles for freedom and humanity. The Unit acquires library books that enhance the African and Diasporic storylines of the institution. The names of heroes and heroines who are honoured by means of inscription on the Wall of Names and display in the Gallery of Leaders cut across the former colonial and apartheid boundaries of race, class, gender and age.

Temporary exhibitions foreground and celebrate people, organizations, events and stories that shaped the triumph of freedom over subjugation, and the victory of democracy over racial discrimination and oppression. In summary, the Heritage Resource Unit provides access to heritage resources, knowledge base and infrastructure in the museum, archives and the library to all categories of visitors.

The Education Unit is tasked with driving education programmes to all communities, especially the underserved areas. The Unit's outcome indicator to publish materials that support the offering of a variety of quality assured education programmes that provide decolonized, informal and non-formal education on the history of resistance, liberation and heritage (RLH) is intended as a complementary and corrective measure to the existing gaps in the Basic and Higher Education curriculums. The holding of the heritage education events is intended to have a similar effect. Other two outcome indicators of conducting storytelling festival and publishing a collection of stories seek to emancipate the previously distorted and silenced

African voice as part of redress. All outcome indicators are designed to target the youth and people with disabilities.

The Research and Development Unit's outcome indicators address the Heritage and Knowledge departmental outcome of 'Redress, Inclusivity and Access'. The outcome indicator on research undertakings on the heroes and heroines of the struggles for freedom and humanity and the holding of workshops to verify, validate and approve such data contributes substantially to the honouring of such stalwarts by means of engraving their names on the Wall of Names and displaying them in the Gallery of Leaders regardless of their race, class, gender and age divisions. Such research undertakings and memorialization of the heroes and heroines straddle national, continental and international divides, and thereby contribute to reconciliation, social cohesion, nation and continent building.

Key to another outcome indicator on research papers, is the production of new and decolonized body of knowledge on African resistance, liberation, heritage and spirituality (RLH) to redress distortions of the past, the unit will priorities published academic research in partnership with higher education institutions to ensure that the outputs meet international standards. The outcome indicator on seminars, conferences and public lectures, with their carefully chosen topics and themes, is intended to advance the emancipation of the previously suppressed African voice.

The other two outcome indicators on dialogues and interfaith programmes include women and the youth as active participants in the shaping of our history, heritage, spirituality and IKS. The two outcome indicators therefore contribute to the burgeoning body of oral history that was despised in the past, and foster reconciliation, social cohesion and the building of a democratic society.

The Public Engagement programmes will also for the first time introduce massive public and community awareness campaigns through the establishment of signature events that will attract various target markets to visit Freedom Park and utilize its products and services. These events will be in the form of public lectures, music concerts assisted by massive social media and other marketing campaigns such as production and flighting of documentaries from the heritage and knowledge material existing at Freedom Park.

Outreach initiatives will include online debates to accommodate the digitally advanced target market, school debates to compliment school tours and youth and community engagements on issues of social cohesion, nation building and reconciliation. Several ambassadorial

initiatives to engage young patriots in instilling pride in the national identity will be established in collaboration with the Departments of Sport, Arts and Culture and Basic Education. Media ambassadorial programmes will target the already established media and communication forums to assist in marketing Freedom Park.

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

To ensure the successful achievement of the five-year targets outlined in the Strategy, the following enablers have been identified:

1. Financial Resources and Budget Allocation

Adequate Funding: Allocate a significant portion of the budget to core Heritage and Knowledge programs, ensuring that essential initiatives like digitization, community outreach, and education programs are fully supported.

Diversified Revenue Streams: Enhance fundraising efforts through creative activities, including hosting gala dinners, selling documentary productions, and initiating a "Friends of Freedom Park" campaign to attract private and public sponsorships.

Cost Management: Strengthen financial management processes to reduce irregular, wasteful, and fruitless expenditures, thereby maximizing resource efficiency.

2. Strategic Partnerships and Collaboration

National and International Partnerships: Expand the current number of strategic partnerships to include collaborations with government entities, non-profit organisations, international cultural institutions, and private sector stakeholders. These partnerships will provide both financial and operational support for achieving KPIs.

Engagement with the SADC and the AU: Leverage continental partnerships to promote regional participation in Freedom Park initiatives and ensure relevance across Africa.

Local Community Involvement: Foster relationships with local organizations to co-create community-based projects, particularly those that empower youth and marginalized groups.

3. Technological Advancement

ICT Modernization: Fully implement the ICT strategy to address risks related to aging infrastructure. This includes upgrading hardware, improving cybersecurity measures, and integrating Braille and Sign Language technologies for inclusive accessibility.

Digitization of Heritage Resources: Commit resources to ensure 100% digitization of collections by 2030, supported by robust digital engagement platforms and tools.

Online Offerings: Expand virtual tours and interactive digital content to reach a broader audience and align with Fourth Industrial Revolution principles.

4. Organizational Capacity Building

Human Resource Development: Invest in staff training programs to enhance skills in heritage preservation, research, and community engagement.

Organizational Structure: Review and realign the organizational structure to enhance the delivery of our core mandate.

Performance Management: Strengthen monitoring and evaluation frameworks to ensure timely achievement of targets and alignment with strategic priorities.

5. Public Awareness and Marketing

Signature Events: Launch high-impact signature events such as public lectures, cultural festivals, and commemorative days to boost Freedom Park's visibility and attract diverse audiences.

Media Campaigns: Leverage social media and other marketing channels to highlight Freedom Park's offerings and engage with younger, tech-savvy demographics.

Outreach Initiatives: Implement ambassadorial programs targeting youth and underserved communities to instil pride in national identity and history.

6. Infrastructure Development and Maintenance

Completion of Key Projects: Prioritize the completion of projects such as the Welcome Gate.

Sustainable Maintenance Plans: Develop and execute a long-term maintenance strategy to preserve the integrity of buildings and infrastructure.

7. Policy and Governance Frameworks

Governance Improvements: Achieve Clean audit outcome by ensuring compliance with financial regulations and consequence management for policy violations.

Policy Workshops: Conduct bi-annual workshops to ensure staff understand and adhere to institutional policies and procedures.

These enablers collectively form the foundation for achieving Freedom Park's five-year strategic targets, ensuring alignment with the institution's mission, vision, and national priorities.

d) Explanation of the outcome's contribution to the achievement of the impact

The identified impact to be achieved by Freedom Park is 'Social Cohesion' and greater awareness of our liberation heritage. The key institutional outcome that facilitates the achievement of such impact is 'Redress, Inclusivity and Access'. Freedom Park has carefully crafted outcome indicators, outputs and targets of the institution, for the realization of this envisaged impact.

6. KEY RISKS

Outcomes	Key Risks	Risk Mitigations
Lease liability (99-year lease)	Liability of the 99-year lease with the DPW	▪ Comprehensive Lease Review
Improve governance on the implementation of policies	Failure to meet compliance requirements of the Institution	▪ Annual Declaration of Interests ▪ Induction of new staff within 7 days ▪ Quarterly Policy workshop for staff members ▪ Twice-a-Year training for Managers on Disciplinary Procedures
Sustainable diversified revenue streams	Financial sustainability	▪ Increase targeted number of paying visitors ▪ Implement one major fundraising event ▪ Review of the Events Management Model
Improve effectiveness and efficiencies in governance administration	ICT Infrastructure Maintenance and Security	▪ Appointing an ICT support service provider ▪ Quarterly vulnerability testing to be conducted
Improve effectiveness and efficiencies in governance administration	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 Financial) ▪ 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
Redress, Inclusivity and Access	Failure to maximize partnerships with academic institutions	▪ Four completed papers/book chapters with research institutions. ▪ One conference with relevant institutions ▪ One seminar with relevant institutions
Redress, Inclusivity and Access	Failure to honor diverse heroes and heroines of Resistance and Liberation	▪ Increasing research of the names in other categories ▪ Commemorations of ten national, continental and international days ▪ Name inscription on the Wall of Names

Outcomes	Key Risks	Risk Mitigations
Increased demand and consumption of products and services	Inadequate and inconsistent marketing and awareness programmes	▪ Public awareness strategies ▪ Signature events ▪ Consistent media, public relations and marketing campaigns ▪ Partnership/ Collaborations

7. PUBLIC ENTITIES

Name of Public Entity	Mandate	Outcomes
N/A		

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

ANNEXURES TO THE STRATEGIC

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.
Assumptions	Job opportunities available.
Disaggregation of Beneficiaries (where applicable)	Target for Youth: 100%.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Cumulative (Year End)
Desired Performance	100 jobs created by 2030.
Indicator Responsibility	Chief Financial Officer

Indicator Title	**Percentage of Total 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.
Assumptions	Procurement of goods and services prioritizes previously disadvantaged groups.
Disaggregation of Beneficiaries (where applicable)	Targets for 100% Women, Youth, and People with Disabilities.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	70% procurement allocated to enterprises owned by youth, women and persons with disabilities by 2030

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.
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
Reporting Cycle	Quarterly
Desired Performance	2 000 000 digital engagements by 2030.
Indicator Responsibility	Webmaster/ICT

Indicator Title	**Number of Physical or virtual presentations of education programs**
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.
Assumptions	Community participation and funding for projects will be available.
Disaggregation of Beneficiaries (where applicable)	Community groups, youth, and women.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired Performance	20 physical community programs 30 Virtual programs in communities by 2030.

Indicator Responsibility	Educational Unit

Indicator Title	**Number of physical or virtual presentations of education programs**
Definition	Increase access to cultural education by delivering physical or virtual presentations.
Source of data	Program logs, attendance registers.
Method of calculation/ assessment	Simple count of presentations.
Assumptions	Continued public demand for educational programs.
Disaggregation of Beneficiaries (where applicable)	Underserved communities, youth, women, and marginalized groups.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Cumulative (Year-end)
Desired Performance	400 Educational Programmes
Indicator Responsibility	Education Unit

Indicator Title	**Number of provincial Engagements**
Definition	Increase engagements, collaboration and discussion with departments of education to align FP educational programs with national curriculum
Source of data	Program logs, attendance registers.
Method of calculation/ assessment	Simple count of presentations.
Assumptions	Continued public demand for educational programs.
Disaggregation of Beneficiaries (where applicable)	Underserved communities, youth, women, and marginalized groups.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually - 4th quarter
Desired Performance	5 provincial engagements 2030.

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.
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
Reporting Cycle	Annually
Desired Performance	50 people trained by 2030.
Indicator Responsibility	HR Manager

Indicator Title	**Number of free-entry events to deserving community groups**
Definition	Provide free entry for 5 000 individuals.
Source of data	Ticketing system, subsidy logs.
Method of calculation/ assessment	Simple count of beneficiaries.
Assumptions	Funding will be available to provide subsidies for participants.
Disaggregation of Beneficiaries (where applicable)	Underserved communities, youth, women, and marginalized groups.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired Performance	5 000 individuals by 2030.

Indicator Responsibility	Client Services and Outreach Units

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
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
Reporting Cycle	Bi-annually
Desired Performance	10 seminars/conferences/public lectures by 2030.
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.
Assumptions	Continued interest in commemorative events for cultural and historical heritage.
Disaggregation of Beneficiaries (where applicable)	Public, including women, youth, and marginalized groups.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually

Desired Performance	10 commemorations by 2030.
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
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
Reporting Cycle	The event to commemorate and reflect on RLH will be attended by a range of communities including experts from various disciplines, institutions, women, youth, and people with disabilities and people from SADC region.
Desired Performance	5 days of commemoration and reflection of the Battle of Cuito Cuanavale by 2030.
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.
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 range of publics, including woman, youth and people with disabilities. Events will ensure participation

Indicator Title	Number of storytelling events conducted
	by a variety of experts from various relevant disciplines and types of institutions.
Reporting Cycle	Annually
Desired Performance	5 storytelling festival by 2030. 500 storytelling programs by 2030.
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
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.
Reporting cycle	Quarterly
Desired performance	40 dialogues by 2030.
Indicator responsibility	Researchers, Archivists, Research Manager.

Indicator Title	Programmes targeted at Youth
Definition	Outreach programs targeted at youth
Source of data	Number of youths that benefitted from the outreach program/ Number of outreach programs conducted/attendance registers
Method of calculation/ assessment	Simple count of youth benefiting from program/simple count of programs benefitting youth
Assumptions	Strategically positioning programs and marketing initiatives which will attract visitors to the Freedom Park

Indicator Title	Programmes targeted at Youth
Disaggregation of Beneficiaries (where applicable)	Youth
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired Performance	5 New programmes targeted at Youth by 2030.
Indicator Responsibility	Manager: Client Relations and Human Resources Manager

Indicator Title	Number of interfaith and strategic programs conducted
Definition	Conduct interfaith and strategic programs to foster reconciliation, social cohesion, and peace.
Source of data	Program reports, participation logs.
Method of calculation/ assessment	Simple count of programs conducted.
Assumptions	Continued public interest in interfaith and strategic programs.
Disaggregation of Beneficiaries (where applicable)	Faith-based participants, public including women, youth, and people with disabilities.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired Performance	20 interfaith and strategic programs by 2030.
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.**
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
Reporting Cycle	Quarterly
Desired Performance	40 heritage resources acquired by 2030.
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.
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
Reporting Cycle	Quarterly
Desired Performance	10 000 heritage resources will be processed by 2030.
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.

Indicator Title	Percentage of Heritage resource collection digitized online
Method of calculation/ assessment	Simple count of digitized resources.
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
Reporting Cycle	Quarterly
Desired Performance	Digitize 80% of processed heritage resources by 2030.
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
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.
Reporting Cycle	Bi-annually
Desired Performance	1 000 names collected, verified and validated by 2030.
Indicator Responsibility	Researchers, Research Manager, Names Verification Committee.

Indicator Title	Number of names inscribed
Definition	Honour 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.
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
Reporting Cycle	Annually
Desired Performance	1 000 names inscribed by 2030.
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.
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
Reporting Cycle	Annually
Desired Performance	25 temporary exhibitions by 2030.
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.
Assumptions	Continued funding and interest in IKS research.
Disaggregation of Beneficiaries (where applicable)	Research community, public.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually cumulative
Desired Performance	20 published research papers, 30 opinion pieces written, and 30 interactive articles by 2030.
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, organizational performance management, and ensures full compliance with relevant laws and regulations to achieve an unqualified audit opinion. An opinion expressed by an external auditor is an independent tool to verify the existence and effectiveness of a system of internal controls to ensure that effective and efficient systems of internal control are developed and implemented and to promote sound management practices, accountability, transparency, proper and effective utilization of public funds
Source of data	Audit reports and annual financial statements.
Method of calculation/ assessment	Simple count
Assumptions	Simple count of unqualified audit opinions.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A

Indicator Title	Clean audit outcomes
Reporting cycle	Annually on the finding/Opinion
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
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.
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
Reporting Cycle	Annually
Desired Performance	R30 million • R20 million in Cash • R10 Million in Kind raised by 2030.
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
Assumptions	ICT projects will receive adequate funding.
Disaggregation of Beneficiaries (where applicable)	N/A

Indicator Title	Percentage of ICT Strategy projects implemented
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	100% of ICT projects will be implemented by 2030.
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	The number of signed strategic partnerships signed and activated
Assumptions	Change of signing or implementation dates due to unforeseen circumstances
Disaggregation of Beneficiaries (where applicable)	Public, including women, youth, and marginalized groups.
Spatial Transformation (where applicable)	N/A
Reporting cycle	Annually
Desired performance	20 partnerships activated by 2030.
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	Program implementation reports, attendance records, financial records
Method of calculation/ assessment	Simple count of programs implemented.
Assumptions	Positioning Programmes will attract high premium corporates

Indicator Title	Number of high premium Corporate Events
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired Performance	10 High premium Corporate Events by 2030.
Indicator Responsibility	Events Team

Indicator Title	Number of members in customer loyalty program
Definition	Growth in repeat visitors measured through loyalty programs and increased market research and engagement metric from advertising campaigns events
Source of data	Program implementation reports, loyalty and engagement metrics/analytics.
Method of calculation/ assessment	Simple count of Loyalty members
Assumptions	Positioning Programmes will attract repeat visitors to Freedom Park
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired Performance	10 High premium Corporate Events by 2030.
Indicator Responsibility	Events Team

ANNEXURE A: NSDF AND 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									