



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

Freedom Park

Strategic Plan 2020/25

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Accounting Authority Statement

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

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

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

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

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

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

Mr R Makopo
Chairperson
Accounting Authority of Freedom Park

Accounting Officer Statement

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

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

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

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

The next term offers Freedom Park an opportunity to align with new developments in the country, especially the 4th industrial revolution on technological developments. These developments will see the entity introducing online bookings, improving virtual tours as well as Customer Relations Management systems aimed at enhancing customer oriented experience. These developments will give an opportunity for structural alignment.

Ms J Mufamadi
Chief Executive Officer
Accounting Officer of Freedom Park

Official Sign-off

It is hereby certified that this Strategic Plan:

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

Mr T Makhura

Head of Department: Heritage & Knowledge

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Ms H Ramugadi

Chief Financial Officer

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Part A: Our Mandate

1. Freedom Park mandate

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

2. Constitutional mandate

Constitutional mandate relevant to Freedom Park includes:

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

3. Legislative and policy mandates

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

4. Relevant Court Rulings

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

Part B: Our Strategic Focus

5. Vision

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

6. Mission

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

7. Values

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

- Respect of diversity
- Inclusivity
- Integrity
- Transparency and Accountability
- Patriotism
- Human dignity

8. Situational Analysis

8.1 Internal Environment

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

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

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

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

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

Park and Museum. Asset management and the replenishing or refurbishing of obsolete technological and general tools has also been a challenge due to financial constraints. The institution has since catapulted and reinvigorated its fund-raising efforts among others, through venue hire.

8.2 External Environment

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

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

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

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

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

Part C: Measuring Our Performance

9. Institutional Performance Information

9.1 Measuring the Impact

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

Priority 6: Building a capable, ethical and developmental State

Outcome	Outcome Indicator	Baseline	Five year target
Improve governance on the implementation of policies	Compliance with organizational policies and procedures	Creditor-payment period 39 days for 2018/19 financial year	Creditor-payment period within 30 days
	Promote ethical culture of accountability	New indicator	2 ethics surveys conducted

Outcome	Outcome Indicator	Baseline	Five year target
Sustainable diversified revenue streams	Amount of revenue raised in cash and in-kind raised	Zero	R20 Million fundraising revenue in cash and in-kind raised by 2024/25
Improve effectiveness and efficiencies in governance	Creation of initiatives that enhance job creation	New indicator	10 job opportunities created
	Audit Outcomes	Unqualified audit outcome for 2018/19 financial year	Unqualified audit opinion
	Number of projects implemented from the ICT Strategy	Providing basic ICT support	100% of ICT projects implemented from the ICT Strategy
	Procurement spend on youth, women and people with disability	New indicator	70% Procurement spent on youth, women and persons with disabilities
	Irregular, fruitless and wasteful expenditure reduced	New indicator	Reduction of irregular, fruitless and wasteful expenditure to 0% by 2024/2025

Priority 5: Social cohesion and safe communities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

realign the organisational structure of the entity with a view to further strengthen administrative, management and financial systems to improve service delivery. Certain functions would be decentralised to expedite decision making and service delivery.

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

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

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

9. Key Risks

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

10. Public Entities

N/A

Part D: Technical Indicator Descriptions (TIDs)

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

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

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

Indicator Title	Creation of initiatives that enhance job creation
Definition	Job opportunities provided for graduates from Universities and Colleges for learning exposure
Source of data	HR records
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	10 job opportunities created against the five-year target
Indicator Responsibility	Chief Financial Officer

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

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

Indicator Title	Procurement spend on youth, women and people with disability
Definition	Total amount spend by Freedom park on goods and services procured from youth, women and people with disability
Source of data	Central Supplier Database; Company Registration
Method of calculation/ assessment	Percentage measure
Assumptions	Procurement of goods and services prioritises to previously disadvantaged groups
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	70% of the procurement spend for youth, women and people with disability by 2024/25
Indicator Responsibility	Chief Financial Officer

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

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

Indicator Title	Acquire cultural resources related to 7 epochs of the exhibition to
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	emancipate the African voice
Definition	Freedom Park archivists acquire variety of cultural resources (manuscripts, photographs, maps, posters, artefacts, audio-visuales), through donation, purchase or bequeath relevant to the 7 epochs of the permanent exhibition.
Source of data	Pan African Archives Concept document
Method of calculation/ assessment	Simple count of cultural resources acquired
Assumptions	Availability of donors of cultural resources related to the 7 epochs.
Disaggregation of Beneficiaries (where applicable)	General Public inclusive of women, youth and people with disabilities.
Spatial Transformation (where applicable)	Acquired cultural resources are made accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose.
Reporting Cycle	1 st – 3 rd Quarters annually within five-year period
Desired Performance	25 cultural materials acquired by 2024/25
Indicator Responsibility	Archivists, Chief Curator

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

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

	humanity by way of inscribing their names on the Wall of Names
Definition	The inscription team inscribes names of those who died in 8 conflicts that shaped South Africa's history as part of honouring heroes and heroines of the struggles for freedom and humanity.
Source of data	Inscription guideline
Method of calculation/ assessment	Simple count of approved names for inscription
Assumptions	Names of those who died during the Struggle for humanity are available
Disaggregation of Beneficiaries (where applicable)	General Public inclusive of women, youth and people with disabilities are the end users in the memorialisation process.
Spatial Transformation (where applicable)	Inscribed names are accessible to a variety of publics including woman, youth and people with disabilities for research and educational purpose
Reporting Cycle	Annually – 4 th Quarter
Desired Performance	2 000 names inscribed on the Wall of Names by 2024/25
Indicator Responsibility	Chief Curator.

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

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

Indicator Responsibility	Heritage Resource and Research Manager
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Indicator Title	Publish support materials of education programmes that decolonize history, heritage and spirituality and complement RLH history curriculum
Short definition	Publication of educational programmes' support materials that support formal, informal and non-formal education to various audiences
Source of data	Education Policy
Assumptions	Education Unit members responsible for developing programmes for publications Education Policy Document as the guideline for developing publications Publication of education programmes support materials depend on budget availability.
Disaggregation of Beneficiaries (where applicable)	Target for Women: 1 education programme item published focusing on women Target for Youth: 1 education programmes publication item focusing on youth Target for People with Disabilities: 1 education programme publication focusing on people with disabilities.
Spatial Transformation (where applicable)	Education Programmes publication to be made accessible to a variety of publics including women, youth and people with disabilities. Education Programmes publication be accessible in a variety of formats including online publication and email sharing.
Reporting cycle	Annually - 4 th Quarter
Desired performance	Support material for 5 education programmes published by 2024/25
Indicator responsibility	Education Officers, Education Manager

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

Indicator Title	Collections of stories published to emancipate the African voice
Short definition	Publication of stories which contribute to social cohesion and safe communities targeted at various audiences
Source of data	Education Policy; Storytelling Policy
Assumptions	Education Unit members responsible for stories Storytelling Policy as the guideline for developing publications Publication of stories depend on budget availability.
Disaggregation of Beneficiaries (where applicable)	Target for Women: 1 story publication item published focusing on women Target for Youth: 1 storytelling publication item focusing on youth Target for People with Disabilities: 1 storytelling publication item focusing on people with disabilities.
Spatial Transformation	Stories publication to be made accessible to a variety of publics including

(where applicable)	woman, youth and people with disabilities. Stories publication be accessible in a variety of formats including online publication and e-mail sharing.
Reporting cycle	Annually – 2023/24
Desired performance	1 collection of stories published in 2023/24
Indicator responsibility	Storytellers, Senior Storyteller

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

Indicator Title	Conduct workshops to verify and validate names of heroes and heroines across race, class, gender and age divisions to be honoured on the Wall of Names and in the Gallery of Leaders
Definition	Research, collection, verification and validation of names for the purpose of honouring heroes and heroines of the struggles for freedom and humanity.
Source of data	Criteria document for names collection and verifications; Terms of reference for names verification
Method of calculation/ assessment	Simple count of approved names. Names data is verified and validated by researchers and Names Verification Committee.
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	2 nd and 4 th Quarters
Desired Performance	2 000 names verified and validated by the Names Verification Committee by 2024/25
Indicator Responsibility	Researchers, Research Manager, Names Verification Committee.

Indicator Title	Complete research papers / articles that decolonize history, heritage and spirituality (RLH), and promote, protect and preserve IKS
Definition	Production of knowledge by means of research papers intended to decolonize history, heritage and spirituality (Resistance and Liberation

	Heritage) and to champion IKS as a field of study to ensure redress, inclusivity and access.
Source of data	Research Policy
Method of calculation/ assessment	Simple count of research papers.
Assumptions	Availability of sources for required information and budget to undertake research.
Disaggregation of Beneficiaries (where applicable)	Research community and general public, inclusive of women and youth.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	2 nd and 4 th Quarters
Desired Performance	20 research papers / articles completed by 2024/25
Indicator Responsibility	Researchers, Research Manager

Indicator Title	Conduct seminars / conferences / public lectures that emancipate the African voice and advance a body of knowledge on RLH
Definition	Conducting seminars / conferences / public lectures on themes / topics intended to emancipate the previously suppressed African voice and to contribute to the growing body of knowledge on Resistance and Liberation Heritage (RLH).
Source of data	Research Policy
Method of calculation/ assessment	Simple count of seminars / conferences / public lectures.
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	2 nd and 4 th Quarters
Desired Performance	10 seminars / conferences / public lectures conducted by 2024/25
Indicator Responsibility	Research Manager

Indicator Title	Conduct dialogues to emancipate the African voice
Definition	Conducting dialogues (oral histories) with a view to emancipate the previously suppressed African voice to ensure redress, inclusivity and redress.
Source of data	Dialogue concept paper
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	2 nd , 3 rd and 4 th Quarters
Desired Performance	40 dialogues conducted by 2024/25
Indicator Responsibility	Researchers, Archivists, Research Manager.

Indicator Title	Conduct interfaith programmes to foster reconciliation, social
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	cohesion, nation building and peace
Definition	Conducting interfaith programmes with a view to foster reconciliation, social cohesion, nation building and peace co-existence, as well as to promote IKS.
Source of data	Interfaith concept document
Method of calculation/ assessment	Simple count of interfaith programmes
Assumptions	Availability of members of faith-based organizations, participants and budget.
Disaggregation of Beneficiaries (where applicable)	Faith-based participants and general public, inclusive of women, youth and people with disabilities.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	2 nd and 4 th Quarters
Desired Performance	10 interfaith programmes conducted by 2024/25
Indicator Responsibility	Researchers; Research Manager

Indicator Title	Number of tourists visiting the Freedom Park
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	Registering number of guests and visitors at the point of entree per annum.
Assumptions	Positioning programmes will attract visitors to the Freedom Park
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Schools and learners • Institutions of higher learning and students • Paying visitors
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	670 000 visitors registered by 2024/25
Indicator Responsibility	Guest Relations Officer.

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

Indicator Title	Signed MOUs/ agreements and activated programmes
Definition	To foster strategic relations with partners to collaborate on common programmes of social cohesion, nation building and reconciliation

Source of data	Signed MOUs
Method of calculation/ assessment	The number of collaborations conducted per annum
Assumptions	Change of signing or implementation dates due to unforeseen circumstances
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women • Target for Youth • Target for people with disabilities
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	20 MoUs signed and activated by 2024/25
Indicator Responsibility	Events Co-ordinators

ABBREVIATIONS and ACRONYMS

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