



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

Freedom Park

2020-2025 Strategic Plan

Mid-term Progress Report

Accounting Officer's Statement

General Financial Review of the Public Entity

Over the midterm period the Freedom Park has been able to deliver exceptional performance as summarised in the Table below:

Period	2020/21	2021/22	2022/23		
			Q1	Q2	Q3
Achievement Rate	80%	82%	89%	78%	-

The effects of the pandemic were felt mostly in the year 2021 wherein our targets included number of visitors through our gates, and this could not be achieved for obvious reasons that there were hard lockdown restrictions for part of the financial period and the lengthy prohibition on Museums and Parks in the country. Financially this also affected our ability to generate our own revenues. However, we are grateful that through attrition, costs savings from unfilled funded vacancies we were able to ensure that we operate a lean cost structure that was able to sustain us during the midterm period under review ending on 30 September 2022.

Spending trends of the entity

We entrenched improvements in our financial management systems to achieve our goal of an Unqualified audit opinions over the midterm reporting period. The entity was able to sustain the achievement of the Unqualified audit opinions because audit action plans were implemented, monitored, and reviewed in certain areas, drawing our attention to the key aspects of asset and liability management, revenue management, expenditure management and maintenance of accurate and complete records, and performance of regular reconciliations, as part of management oversight activities.

During the midterm period under review, we achieved significant improvements in managing payments of suppliers within 30 days, as required by Treasury Regulation 8.2.3. Payables that exceeded the payment term of 30 days dropped significantly, over the midterm period. Management of the budget has been strengthened to ensure that Departmental Heads clearly understand their responsibilities to manage their approved budget allocations. The management of budgets requires that APP targets be aligned with the available budget.

One of the key expenditure challenges of the entity over the midterm reporting has been on Compensation of Employees (COE). The DSAC and National Treasury issued clear instructions that the COE of entities should be capped to ensure that spending was aligned with the key priorities of national government. This has had the effect of not permitting any increments for the entity's employees over the midterm period. As a result, Management has been inundated with strategies and interventions aimed at maintaining the staff morale of the entity, while at the same time researching creative ways in which the staff of the entity could be compensated for general cost-of-living increments. As of the end of the midterm period, 30 September 2022, no increases had been implemented for employees, and this is becoming untenable for the morale of employees and for general staff welfare and wellness. This has also impacted the entity negatively through the high staff turnover as we could not match the salary offers from other entities.

The organizational realignment process approved by Council has not experienced significant advances over the midterm period, mainly due to the opposition of the process by the Union. Management has however been able to address all the concerns raised by the Union at the CCMA and it is anticipated that this process shall be concluded before the end of the current financial period, ending 31 March 2023. The entity has also been tasked with responsibility for the management of the operations of Matola Raid Monument and Samora Machel Memorial.

The work on effecting improvements and refurbishments to these sites is ongoing in the current 2022-23 financial period. There is a need to increase the capitalization of the Freedom Park because of the added responsibilities.

Procurement of Goods and Services

Over the midterm reporting period, the entity annually prepared and submitted its Annual Procurement Plans aligned to its approved budget to National Treasury through DSAC. In addition, Quarterly reporting on progress was also complied with during the midterm period under review. There were no unsolicited bid proposals for the midterm period under review and thus no awards were made in terms of this process.

The only procurement related challenge encountered during the midterm period under review pertained to the court judgement on Preferential Procurement Policy Framework Act (PPPFA) that resulted in the National Treasury issuing an instruction to Departments and Entities to halt procurement processes. This resulted in the introduction of a requirement for procurement items above R30 000 to be specifically approved by the National Treasury. This resulted in serious delays in the implementation of key strategic projects of the entity.

Plans to address Challenges


The entity is looking at restrengthening its fundraising activities, with Council emphasizing the need to focus more on improvements in the number of visitors to the Park. In addition, Freedom Park on an entity-wide Strategic Planning process through which it is anticipated that areas of non-achievement at midterm ending 30 September 2022, will be given special attention over the remaining term of the Strategic Planning period.

Financial Viability

As a PFMA Schedule 3A Public Entity Freedom Park continues to enjoy the enormous financial support of its Executive Authority, National Department of Sport, Arts and Culture. Consequently, the entity's going concern status is centrally dependent on the continued support of the DSAC. However, the Management of the entity is engaged in building own revenue generation capabilities to supplement the grant from fiscus. These efforts constitute the cornerstone of Freedom Park's current resource-mobilization strategy.

Acknowledgement/s or Appreciation

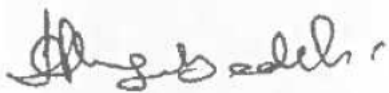
As alluded to above, the continued support of the DSAC, both financial and non-financial is acknowledged and appreciated. As Management of the entity, we are also very hugely grateful to the Portfolio Committee on Sport, Arts, and Culture for their continued oversight role and support. The new Council of the entity is also acknowledged and appreciated for the energy, foresight, and visionary inputs they have already provided in positioning the Freedom Park as the flagship entity in the Heritage and Cultural Sector.



Ms J Mufamadi

Chief Executive Officer

Accounting Officer of Freedom Park



Ms H C Mgabadel

Chairperson

Accounting Authority of Freedom Park

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.
- 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.

Part B: Our Strategic Focus

1. Vision

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

2. 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.

3. 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

Part C: Measuring our Performance

1. Impact Statement

Impact statement	A diverse, socially cohesive society with a common national identity
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The Department of Heritage and Knowledge together with Public Participation have impacted on various dialogues which included diverse cultural communities as part of promoting social cohesion within the Southern African society and African continent. For example, through partnership with the International Migration Office of the AU a dialogue which consisted of Women and Youth was successfully conducted.

A common nationality was promoted through participation in National Days were NGOs and government departments participated. Open days were observed by allowing free access to

the Garden of Remembrance and thereby expose citizens to the value that Freedom Park contributed to recognize people who died or became victims of atrocities before 1994.

2. Progress on the Achievement of Outcomes

Table 1

Changes made to the Strategic Plan 2020/2025 (removed or amended outcomes, outcome indicators and 5-year targets)

Outcome	Outcome Indicator	Baseline	Five-year target 2020/2025	Revised five-year target 2020/2025	Revised five-year target 2021/22	Revised five-year target 2022/23
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 Ethical culture of accountability	New indicator	2 ethics surveys conducted	-	-	-
Sustainable diversified revenue streams	Amount of revenue raised in cash and in-kind raised Fundraising revenue in cash and in-kind raised	Zero	R20 Million fundraising revenue in cash and in-kind raised by 2024/25	-	-	-

Outcome	Outcome Indicator	Baseline	Five-year target 2020/2025	Revised five-year target 2020/2025	Revised five-year target 2021/22	Revised five-year target 2022/23
Improve effectiveness and efficiencies in governance	Creation of initiatives that enhance job creation	New indicator	10 job opportunities created	25 job opportunities created	-	-
	Audit Outcomes Unqualified Audit Outcomes	Unqualified audit outcome for 2018/19 financial year	Unqualified audit opinions	-	-	-
	Number of projects implemented from the ICT Strategy 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 Designated groups empowerment (youth, women and people with disabilities) through procurement	New indicator	70% Procurement spent on youth, women and persons with disabilities	-	-	-

Outcome	Outcome Indicator	Baseline	Five-year target 2020/2025	Revised five-year target 2020/2025	Revised five-year target 2021/22	Revised five-year target 2022/23
	Irregular, fruitless and wasteful expenditure reduced Irregular expenditure reduced eliminated	New indicator	Reduction of irregular, fruitless and wasteful expenditure to 0% by 2024/2025	Reduction of irregular expenditure to 0% by 2024/2025	-	-
Redress, Inclusivity and Access	Digitize cultural resources	2 390 cultural resources digitized	5 000 cultural resources digitized	8 900 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	31 cultural materials acquired	-	-
	Process cultural resources according to heritage standards	500 cultural resources processed	10 000 cultural materials processed	8 100 cultural materials processed	-	-

Outcome	Outcome Indicator	Baseline	Five-year target 2020/2025	Revised five-year target 2020/2025	Revised five-year target 2021/22	Revised five-year target 2022/23
	Purchase books relevant to //hapo storyline	203 books purchased	150 books purchased	630 books acquired	-	-
	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	900 names inscribed	-	-
	Install temporary exhibitions in //hapo to enhance the permanent exhibition	12 temporary exhibitions installed	10 temporary exhibitions developed / displayed	22 temporary exhibitions displayed	-	17 temporary exhibitions displayed
	Commemorate and reflect on the Resistance and Liberation Heritage (RLH) Commemoration and reflection on the Resistance and	New Indicator	5 Annual Days of commemoration and reflection on the Resistance and Liberation Heritage (RLH) conducted	-	-	-

Outcome	Outcome Indicator	Baseline	Five-year target 2020/2025	Revised five-year target 2020/2025	Revised five-year target 2021/22	Revised five-year target 2022/23
	Liberation Heritage (RLH)					
	Commemorate heroes and heroines (RLH)	New Indicator	N/A	5 Annual events commemorating heroes and heroines (RLH)	-	-
	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	4 annual heritage education events conducted	-	-

Outcome	Outcome Indicator	Baseline	Five-year target 2020/2025	Revised five-year target 2020/2025	Revised five-year target 2021/22	Revised five-year target 2022/23
	Collections of stories published to emancipate the African voice	1 collection of stories published	1 collection of stories published	1 collection of stories published in 2023/24	-	-
	Annual storytelling events conducted to promote, protect and preserve IKS	4 storytelling festivals / events conducted	5 storytelling 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	800 names verified and validated by the Names Verification Committee	-	-

Outcome	Outcome Indicator	Baseline	Five-year target 2020/2025	Revised five-year target 2020/2025	Revised five-year target 2021/22	Revised five-year target 2022/23
	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	36 research papers / articles completed	-	26 research papers / articles completed
	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	10 seminars / conferences / public lectures conducted	-	-
	Conduct dialogues to emancipate the African voice	22 dialogues conducted	40 dialogues conducted	28 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	17 Interfaith and strategic programmes conducted	-	-

Outcome	Outcome Indicator	Baseline	Five-year target 2020/2025	Revised five-year target 2020/2025	Revised five-year target 2021/22	Revised five-year target 2022/23
Increased demand and consumption of product and services	Number of tourists visitors visiting the Freedom Park	256 215 303 444 visitors visited Freedom Park in the past five years	670 000 visitors registered	405 000 visitors registered	-	105 000 visitors registered
	Increase registered visitors	New target	-	-	-	45 000 digital platforms visitors' engagement
	Positioned and Profiled Freedom Park as a Historical and Heritage destination	17 positioning programmes	20 positioning and profiling activities	-	-	-
	Signed MOUs/ agreements and activated programmes Activate partnerships	34 MOUs signed and activated	20 MoUs signed and activated	-	-	20 partnerships activated

Table 2

Progress on the achievement of outcomes, indicators and targets

Outcome	Outcome Indicator	Baseline	Revised five-year target 2020/2025 (First tabled SP)	Actual achievement as of 30 September 2022	Data Sources (refer to TIDs)	Improvements required for the remainder of the planning period
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	85%	Creditors' Age Analysis	Prompt processing of payments is the key intervention we have implemented. This will enable us to address areas of non-compliance in time, such as SARS Tax Status, etc.
	Ethical culture of accountability	New indicator	2 ethics surveys conducted	1	Ethics Survey Questionnaire	
Sustainable diversified revenue streams	Fundraising revenue in cash and in-kind raised	Zero	R20 Million fundraising revenue in cash and in-kind raised by 2024/25	R 1 169 000	Quarterly and Monthly Reports, Financial Statements and Assets Register on in-kind donations	Fundraising is now being brought back as part of the Core of the entity's operations, including introduction of incentives for staff members who can

Outcome	Outcome Indicator	Baseline	Revised five-year target 2020/2025 (First tabled SP)	Actual achievement as of 30 September 2022	Data Sources (refer to TIDs)	Improvements required for the remainder of the planning period
						contribute to the entity's fundraising initiatives.
Improve effectiveness and efficiencies in governance	Creation of initiatives that enhance job creation	New indicator	25 job opportunities created	15	Confirmation letters from service providers	Implementation of major projects in the remaining term of the SP will ensure that the target is met, as the major projects have a strong job creation element.
	Unqualified Audit Outcomes	Unqualified audit outcome for 2018/19 financial year	Unqualified audit opinions	Unqualified audit opinion received.	Annual Financial statements	
	Projects implemented from the ICT Strategy	Providing basic ICT support	100% of ICT projects implemented from the ICT Strategy	44%	Business Process Review System	Funding was the main challenge for this item, and the entity has been able to obtain approval from the NT to retain its surplus

Outcome	Outcome Indicator	Baseline	Revised five-year target 2020/2025 (First tabled SP)	Actual achievement as of 30 September 2022	Data Sources (refer to TIDs)	Improvements required for the remainder of the planning period
						and use that for the purposes of implementation of ICT Infrastructure projects.
	Designated groups empowerment (youth, women and people with disabilities) through procurement	New indicator	70% Procurement spent on youth, women and persons with disabilities	39%	Central Supplier Database, BBBEE certificate or Company Registration	None required.
	Irregular expenditure eliminated	New indicator	Reduction of irregular expenditure to 0% by 2024/2025	Decreased by 1.2%	Audit report	Introduction of a checklist on the procurement process to ensure that compliance is always achieved.
Redress, Inclusivity and Access	Digitize cultural resources	2 390 cultural resources digitized	8 900 cultural resources digitized	6 713	Digitization strategy document	

Outcome	Outcome Indicator	Baseline	Revised five-year target 2020/2025 (First tabled SP)	Actual achievement as of 30 September 2022	Data Sources (refer to TIDs)	Improvements required for the remainder of the planning period
	Acquire cultural resources related to 7 epochs of the exhibition to emancipate the African voice	40 cultural resources acquired	31 cultural materials acquired	17	Pan African Archives Concept document	
	Process cultural resources according to heritage standards	500 cultural resources processed	8 100 cultural materials processed	3 152	Cataloguing Manual	
	Purchase books relevant to //hapo storyline	203 books purchased	630 books purchased	180	//hapo storyline	
	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	900 names inscribed	399	Inscription guideline	Funds for maintenance of the Wall of Names is to be sourced and allocated for continued work including inscribing new names.

Outcome	Outcome Indicator	Baseline	Revised five-year target 2020/2025 (First tabled SP)	Actual achievement as of 30 September 2022	Data Sources (refer to TIDs)	Improvements required for the remainder of the planning period
	Install temporary exhibitions in //hapo to enhance the permanent exhibition	12 temporary exhibitions installed	22 temporary exhibitions developed / displayed	9	//hapo storyline; exhibition concept	
	Commemoration and reflection on the Resistance and Liberation Heritage (RLH)	New Indicator	5 Annual Days of commemoration and reflection on the Resistance and Liberation Heritage (RLH) conducted	2	Concept document; Programme	
	Commemorate heroes and heroines (RLH)	New Indicator	5 Annual events commemorating heroes and heroines (RLH)	2	Concept document; Programme	
	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	10	Education Policy	Concerted efforts are needed to ensure this target is not missed. The content for the material should be reviewed.

Outcome	Outcome Indicator	Baseline	Revised five-year target 2020/2025 (First tabled SP)	Actual achievement as of 30 September 2022	Data Sources (refer to TIDs)	Improvements required for the remainder of the planning period
	Heritage education events conducted	New indicator	4 annual heritage education events conducted	2	Concept document; Project Plan; Programme	Implementation of this target should be a priority of the Unit Manager.
	Annual storytelling events conducted to promote, protect and preserve IKS	4 storytelling festivals / events conducted	5 storytelling events conducted	2	Education Policy	Planning and coordination of this target needs improvement, and the Unit Manager should develop concept on time. Marketing and production of a publication remains a challenge.
	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	800 names verified and validated by the Names Verification Committee	455	Criteria document for names collection and verifications; Terms of reference for names verification	

Outcome	Outcome Indicator	Baseline	Revised five-year target 2020/2025 (First tabled SP)	Actual achievement as of 30 September 2022	Data Sources (refer to TIDs)	Improvements required for the remainder of the planning period
	Complete research papers / articles that decolonize history, heritage and spirituality (RLH), and promote, protect and preserve IKS	30 research papers completed	36 research papers / articles completed	20	Research Policy	
	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	6	Research Policy	Publication of peer review papers and journal publishing should be considered.
	Conduct dialogues to emancipate the African voice	22 dialogues conducted	28 dialogues conducted	11	Dialogue concept paper	The Dialogue Committee and Team should plan and schedule dialogues on time.

Outcome	Outcome Indicator	Baseline	Revised five-year target 2020/2025 (First tabled SP)	Actual achievement as of 30 September 2022	Data Sources (refer to TIDs)	Improvements required for the remainder of the planning period
	Conduct interfaith and strategic programmes to foster reconciliation, social cohesion, nation building and peace	11 interfaith and strategic programmes conducted	17 interfaith and strategic programmes conducted	7	Interfaith concept document	The strategy should be reviewed and developed TORs be implemented. A budget must be allocated for projects.
Increased demand and consumption of product and services	Increase registered visitors	303 444 visitors visited Freedom Park in the past five years	405 000 visitors registered	36 135	CRM reports and/or Guest Relations registry on registered visitors or guests visiting Freedom Park.	
		New target	45 000 digital platforms visitors' engagement	69 467	A quantified number of visitors who consume Freedom Park products and services through digital participation in various activities including virtual tours, events, films, photography, research, etc.	The impact of the indicator should be measured in line with revenue and marketing.
	Positioned and Profiled Freedom Park as a Historical	17 positioning programmes	20 positioning and profiling activities	22	Integrated Communication and Marketing	The target should be reviewed in line with revenue and the business model.

Outcome	Outcome Indicator	Baseline	Revised five-year target 2020/2025 (First tabled SP)	Actual achievement as of 30 September 2022	Data Sources (refer to TIDs)	Improvements required for the remainder of the planning period
	and Heritage destination				Strategies and Positioning plans	
	Activate partnerships	34 MOUs signed and activated	20 MOUs signed and activated	18	Activated partnerships	MOU should be reviewed to reduce dependency of FP for free venue and meals. This should be done in line with proposed reviews of Events Management Policy.

3. Explanation of Achieved Performance Over the Mid-Term Period

a) Progress made towards the achievement of the impact statement.

The mandate of the institution was carried out during the period under review. The story line was performed through various activities including tour guide script of the seven epochs: Earth, Ancestors, Peopling, Resistance and Colonialism, Industrialisation & Urbanisation, Nationalism & Struggle, and Nation Building & Continent Building.

b) Progress made so far towards the achievement of the five-year targets for the outcome indicators.

The Heritage and Knowledge Department managed to achieve its set targets within the five-year period for outcomes indicators. Mitigating plans are in place where findings were reported by the Auditor General of South Africa in the case of heritage assets. The risk appetite has increased wherein identified risks were substantially reduced.

c) Challenges that may have affected the performance of the institutions in achieving the five-year targets.

The slow pace of implementing the envisaged new organogram may impact in the last two years of the five-year plan. This is attended to through speeding up the migration and placement policy.

d) The contribution of various programme outputs to the achievement of the outcomes.

Based on the strategic overview and mission of Freedom Park, the Heritage and Knowledge (H&K) Department challenges visitors to reflect upon our past, improve our present and build our future as a united nation. This is achieved through a single and key outcome of 'redress, inclusivity and access.' The mandate of the entity which is 'honouring heroes and heroines of resistance and liberation heritage, those who contributed to humanity and victims of abuse of colonial powers and apartheid,' and the priority of the Department of Sport, Arts and Culture (DSAC) priority number 6 of fostering Social cohesion and Safe Communities. The achievements of the H&K departmental Units i.e., Curatorship, Education and Research,

contributed to the realisation its outcomes, outputs, output indicators and targets and the institution's mandate and the DSAC priorities.

The H&K is providing the core business of the entity and provide content and shapes the interpretation and business ventures potential of entities and its heritage landscape. It implements various heritage laws and regulations and ensure compliance to the Cultural Institution Act and related Heritage polices.

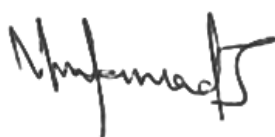
The Curatorial Unit has achieved the following in the year under review: Two temporary exhibitions which focused on issues that enhance the storyline of //hapo's permanent exhibition were developed and mounted to teach the public about the value of history and memorialisation. About 100 verified and approved of heroes' and heroines' names are in process of being inscribed in the Wall of Names. As part of backing up the story lines of our exhibited epochs in //hapo interpretive museum, 180 books were purchased and placed in the library so far. A total of 6 713 archival collection of cultural materials in the repository of Pan African Archives were digitized. This process of digitization preserves and increase accessibility of heritage resource to the public. Information and record management in the library was successfully managed and control of loss of books and related documentation reported with 3 books not accounted for. The Pan African Archives continue to be a repository of important records of resistance and liberation heritage.

Two storytelling events were held annually in 2020/21 and 2021/22 respectively. The Education Unit whose Education and Storytelling policies and main determinants of its outputs conducted the Time Travel programme in collaboration with Chicago University and Storytelling has met their performance targets. The story writing will report manuscript progress in Quarter 3 of 2022. The Unit has failed to meet its target of producing support material for Quarter 2 of 2022 and the mitigation factors will be met in Quarter 3. The Storytelling event for 2022/23 is scheduled for Quarter 4.

The Research Unit whose policy and operational guidelines covers criteria for names collection and verification, knowledge production and content research and development for exhibitions has completed two research articles. A total number of 7 Interfaith strategic programmes were conducted to foster reconciliation, social cohesion, nation building and tolerance of belief systems. A total number of 455 names were collected and subjected to the verification process through the Names Verification and Validation Committee and later inscribed on the Wall of Names. The records of interviews conducted are deposited to the Pan African Archive for future reference and posterity.

The interdependent project of completing the Gallery of Leaders (GOL) has recorded progress in the areas of Artefacts of 45 names recommended to be displayed as well as the film and sound recording of the presentation of the biography of leaders. Editorial work and content verification was also completed making the art collection, script writing, editing, and uploading into storage a positive progress towards the completion of the GOL.

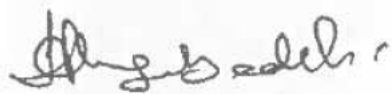
Over and above the actual achievement the H&K contribute to the content of public presented speeches and papers that represent the entities at various outreach and events hosted internally. The H&K participated in national days and contributed performances and content to all related entities' engagements with external stakeholders. The collection of names of those who lost their lives fighting for freedom is inclusive of women and youth. The Wall of Names designated name-blocks for women (1956-7) anti-pass laws and youth (1976) inscription.



Ms J Mufamadi

Chief Executive Officer

Accounting Officer of Freedom Park



Ms H C Mgabadel

Chairperson

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Mr Vusumusi Mkhize

Director-General

Department of Sport, Arts and Culture

Mr Nathi Mthethwa

Minister of Sport, Arts and Culture

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