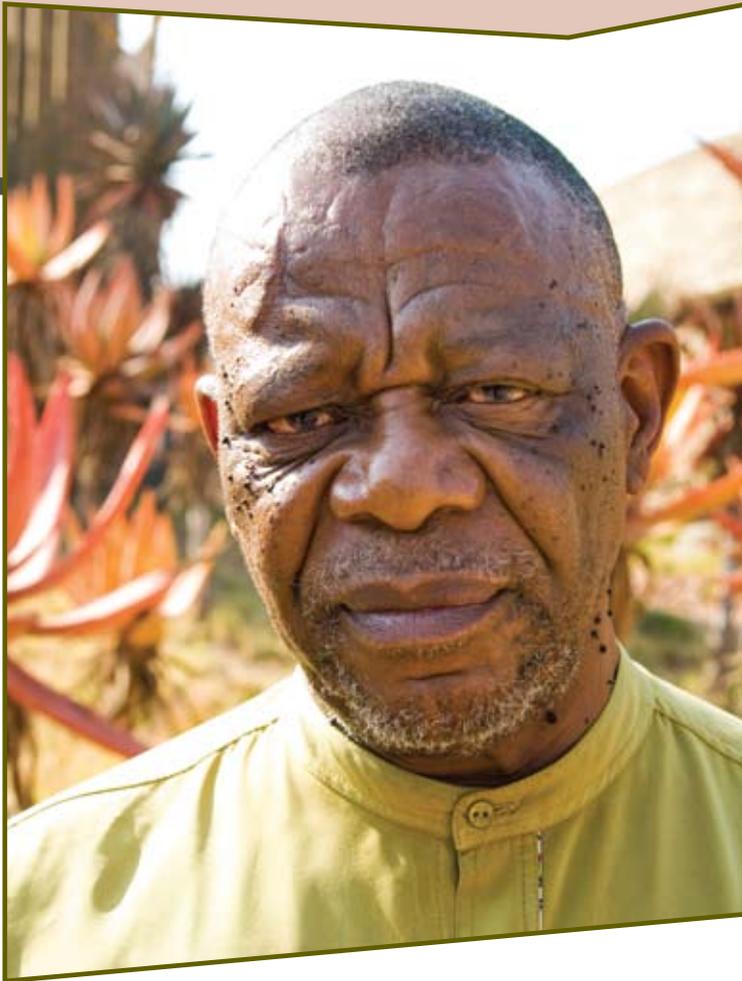


Overview by the Chief
Executive Officer



*Dr Mongane Wally Serote
Chief Executive Officer*

Overview by the Chief Executive Officer

Freedom Park is a constant affirmation of our national identity and values. It is inclusive of all our people and helps us to understand the present that is embedded in our past and the new ways of defining our future within the African continent and the world.

Introduction

South Africa's key role in conflict resolution, peace keeping, nation building and reconciliation on the African continent is taken seriously by the United Nations. Our challenge is to position Freedom Park's unique value proposition internationally, regionally and locally to create collaboration, establish partnerships, attract direct foreign investment and optimise the benefit we bring to crafting a new kind of society for ourselves and those around us.

Globally, citizens of the world outside our country, may be hearing the drums of war. South Africa, through Freedom Park, is uniquely placed to offer them an alternative – a peace that is negotiated, that others can learn from, a new consciousness that values diversity and knows how to deal with it.

We need to position Freedom Park as a beacon of hope for those who want peace and strive for unity on a restless continent and in a weary world, an example of how to deal with adversity, address difficulties and resolve conflict to create a future of peace, hope and harmony. In achieving this, Freedom Park will stand as a symbol of freedom for ourselves, our children, our continent and the world we live in.

A year of singular achievements

Certainly a greatly appreciated highlight during the past financial year was the decision by the Presidency that, in future, Freedom Park will be included in the itineraries of all heads of state who visit South Africa.

Equally memorable, and of significant value to those concerned, was the cleansing and healing ceremony conducted at Freedom Park for the seven communities for whom pre-colonial battles and ethnic conflicts between indigenous peoples had not been addressed. The existence of tribalism is an integral part of the history of this country and cannot be denied. It needs resolution and reconciliation. We hope that the traditional leaders who participated in this event took back a message of solidarity and peace to their people, all of whom have been captured in our database for future interaction. Our research into tribalism is ongoing to identify similar incidents and related issues.

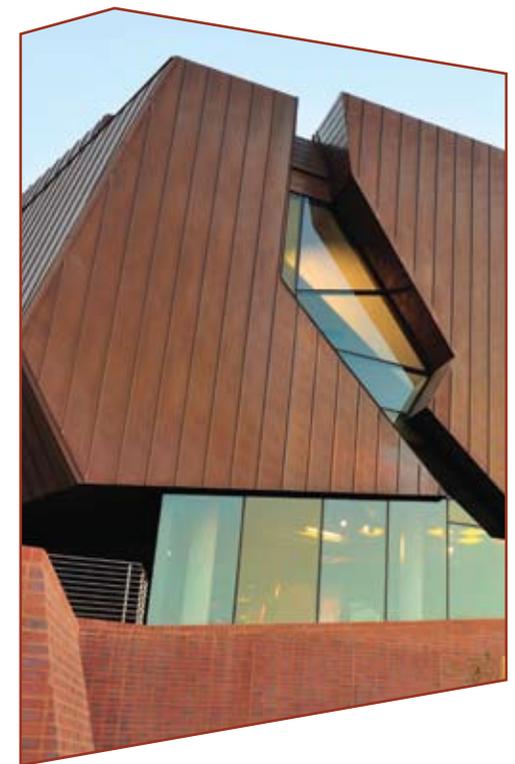
We have been amiss in dealing with similar issues in some of the White, Indian and Coloured communities, partly because of a lack of capacity and funding. It is incumbent upon us as custodians to ensure that Freedom Park is

representative of all South Africans. We have come to realise that including the Anglo-Boer War and the two World Wars is not sufficiently representative of all those involved in past conflicts, and that these also form part of our history.

As such, and based on significant research to verify the rationale and relevance of doing so, we included Generals Christiaan De Wet and Koos De la Rey in the Gallery of Leaders as veterans for the Anglo-Boer War.

We also traced the families of those that died in cross-border raids and brought them to Freedom Park to confirm their inclusion in our process. This was the first time in 35 years that they had been acknowledged. The event represented a small, but important, first step in our process of ensuring inclusivity for all communities.

Going forward, urgent attention will be given to identifying and including the conflicts of the Indian and Coloured



communities in the various elements that constitute Freedom Park. It is my view that this matter must not be ignored or postponed, but rather opened up to create a platform for constructive discourse and resolution.

During the reporting period we completed the construction of //hapo, a major element of the Freedom Park memorial. We were always mindful, during the conceptualisation process and the preparation of content for the seven epochs, of the need for sensitivity and inclusivity in reflecting the scientific, spiritual and historical elements of this astounding record of humankind on our continent.

Our collaboration with universities has helped us to verify the accuracy of researched data. A concern, however, is the lack of participation from some tertiary education institutions we engaged with, where our efforts did not yield the expected outcomes. We will continue with this process in the year ahead.

Our core business

The core function of Freedom Park is the creation of a memorial that will narrate the story of South Africa's pre-colonial, colonial, apartheid and post-apartheid history and heritage, spanning a period of 3.6 billion years, to and commemorate those that contributed to freedom in our country. In addition, our focus is on managing Freedom Park as a cultural institution.

Key strategic objectives for the year under review were to:

- Contribute to social cohesion by positioning Freedom Park as a symbol of national identity among 70% of identified target groups.
- Establish mechanisms to promote, protect and preserve South Africa's IKS.
- Create an environment conducive to attracting, engaging and retaining effective and knowledgeable employees, as measured by industry standards.
- Manage Freedom Park as a customer-focused, financially sustainable cultural institution.
- Establish active partnerships with regional and international institutions to help emancipate the African voice.

An operational review

Our activities during the reporting period are summarised in the Performance Review table on pages 92 to 107 of this report. The following comments and insights briefly reflect some of those activities.

A transition from Trust to cultural institution

The transition of Freedom Park from Trust to Cultural institution has given us the opportunity to position the Park as an entity with smart, well-defined business principles worthy of private sector investment.

Strategically, we will be opening a dialogue with the private sector to invite them to participate in Freedom Park, to complement and enhance Government's significant investment in the establishment of this national asset.

Positioning Freedom Park as a symbol of social cohesion and national unity

Our efforts to position the Park as a symbol of unity and social cohesion included a considerable, ongoing process of engaging remote communities. It became evident that there is a real interest within these communities to interact with Freedom Park. Our challenge is to find the best way to facilitate such interaction and in the year ahead, we will continue to explore ways for these communities to participate in our activities.

Freedom Park also makes provision for the participation of all religious groups in its activities. Our events are linked to issues that affect communities, such as the role of women in nation building. With the significant increase in the number of visitors to the Park during the past year, we must ensure that no single group is allowed to dominate the Park or its facilities. The potential for this has been mitigated by creating secular spaces for specific groups, while the amphitheatre is open for prayers and rituals by people of all religions, cultures and ethnicities.

Promoting, protecting and preserving our IKS

The focus of Freedom Park's engagement with IKS is to promote, protect and preserve ancestral and indigenous knowledge that has retained its value and is still applicable in the 21st century.

During the reporting period we sought advice from Freedom Park's strategic community of organic experts and conventional intellectuals on a number of issues,

such as how to validate IKS. The resultant dialogue with archaeologists is ongoing and has given us a new understanding of how innovative applications of IKS contributed to the well-being of communities in the past and how many of those technologies are still relevant and useful today.

We also requested the community's input about the indigenous nursery at the Park. Our ancestors understood and respected the value of South Africa's rich biodiversity and used indigenous plants as food, medicine or symbols of spirituality. Adopting this approach with the plants in our nursery will teach us about their different applications and extend our knowledge about the use of our natural resources.

I am constantly enthused by the new and innovative ideas that develop from these discussions, such as the development of Sentlhaga. This is an area where children are safely kept busy while their parents visit the other elements of the Park. In addition to playground equipment, the area contains a selection of indigenous plants which children are taught to recognise, either as being edible or for their medicinal or decorative properties.

In this way they learn to understand the meaning of their botanical heritage and how to derive value from low-tech applications that are still relevant in today's high-tech economy.

Our research needs to identify the indigenous technologies which exist because of the long history of humanity in Africa, and where possible, help us to adopt them in practical applications that support national imperatives today, such as helping us to improve our 'green' footprint and contributing to South Africa's commitment to creating a low carbon economy.

In terms of our nursery, we decided to retain examples of all three types of indigenous plants: those used for food, medicine and decoration. As a result, the collection now contains the African olive tree, known for generations for its powerful calming effect - a historical indigenous technology that has relevance in the present and will be relevant to our children in the future.

Creating an engaging environment that attracts knowledgeable talent

Freedom Park pursues excellence in its drive to become an employer of choice and a role model in human resource management. Our focus is on attracting and retaining talented employees who are committed to becoming proficient contributors to reconciliation and nation building. We are confident that our employees learn to regard Freedom Park as much more than merely a place of employment. We encourage them to develop a "sense of place" by taking ownership of their association with the Park as an icon of the human spirit's victory over adversity.

Our aim is to help them develop a deep understanding of the beauty and right of existence of each of our different

cultures and embrace that diversity to willingly and constructively address tribalism, racism and gender issues with visitors to the Park.

Managing Freedom Park as a financially sustainable cultural institution

We are on course with the establishment of the Park and expect all construction to be complete and contractors off site by early 2012.

Currently, projects under construction include:

- Vhuwaelo, or contemplative areas from where the cityscape disappears, similar to the tranquillity of walking among the trees in an indigenous forest.
- Tiva, a large body of water that will add to the tranquillity of the site, which is earmarked for completion by early 2011.
- Freedom Park administration building and Pan-African archive, both of which are due to be completed by the end of 2010.

The admission fee structure, which is an important income stream for the Park - in addition to direct foreign investment, government funding and contributions from the private sector - is currently under review. We need to find ways to accommodate access for all South Africans, specifically the 'poorest of the poor' who should not be excluded because they cannot afford the admission fee. Options include a nominal contribution and we are working towards a resolution of what such a contribution could be.

Mobilising regional and international partnerships to emancipate the African voice

Our partnership initiatives with regional and international stakeholders included a series of study tours to the continent to identify contributions for the //hapo exhibition space. This initiative, and the process of maintaining contact with the 21 organisations that have already contributed to the consultative process about emancipating the African voice and developing our Pan-African archive, will continue in the year ahead. Our aim is to establish tripartite collaboration for mutual benefit and there is much work to be done, on the continent and internationally, in this regard.

Statistics indicate that the majority of tourists to South Africa are from the African continent, most of whom do not visit heritage sites during their stay in the country. Our challenge is to firstly create awareness about Freedom Park within this target market and then position it as a destination for inclusion in their itineraries. Not only will this boost income but, equally important, I hope that it will open a dialogue about xenophobia.

We have impressed upon the tour guides, who are now affiliated with the Park and regarded as ambassadors, the imperative of having the knowledge and ability to discuss our heritage and its related issues in a sensitive and constructive manner with the visitors they accompany to the Park.

Financial performance

Freedom Park is a Schedule 3A public entity that complies with the Public Finance Management Act 1 of 1999, as amended by Act 29 of 1999. The Freedom Park Council, as the accounting authority, is responsible for maintaining adequate accounting records and preparing the annual financial statements to fairly reflect the state of affairs of the Park.

As a public entity, we receive capital and operational grant funding from Government. For the year under review, the capital grant increased to R200 million (2009: R144 million) and was used for the construction of Phase II. The operational grant, which covers remuneration, administration and other operating expenses, amounted to R50,984,000 (2009: R50 million) for the past financial year. This represented growth of about 1%, which was far below inflation and presented a challenge in the daily running of the Park, as expenditure grew at a higher rate than the grant received. The staff complement grew to 96 in response to the increasing operational requirements of the project as it nears completion.

One of the strategic objectives of Freedom Park is to manage it as a customer-focused and financially sustainable cultural institution, which means that we must become self-sustainable in the near future. The recently introduced admission fees and venue hire charges will assist with revenue generation to supplement the operational grant funding and ensure that our income

streams can sustain the entity when grant funding comes to an end. The revenue generated during the reporting period was minimal, as certain elements of the Park are still under construction.

Appreciation

I would like to thank the former Chairperson of the Board, Ms Gertrude Shope, and members of our Board of Trustees for their insightful and valuable contributions to the development of Freedom Park.

Our sincere appreciation goes to President Thabo Mbeki for his vision, guidance and availability to discuss the construction of the Park and to Dr Essop Pahad for facilitating consultations with Ministers and other senior persons in Government in this regard.

We also thank the organic experts and intellectuals in the Freedom Park's strategic community for sharing their collective knowledge and wisdom. Their almost gratis participation and contributions are of incalculable value. And a special word of appreciation goes to our service providers and professionals for their participation in our activities.

Our progress as a cultural institution would also not have been possible without the commitment of the management and staff and I thank them for their dedication and hard work in giving effect to our mandate.

Way forward

Our focus in going forward is to explore synergies with our partners and position Freedom Park as an attractive heritage and investment destination. We need to ensure that our business principles are firmly entrenched so that our core function of managing Freedom Park as a cultural institution, optimally and sustainably, contributes to reconciliation and nation building.

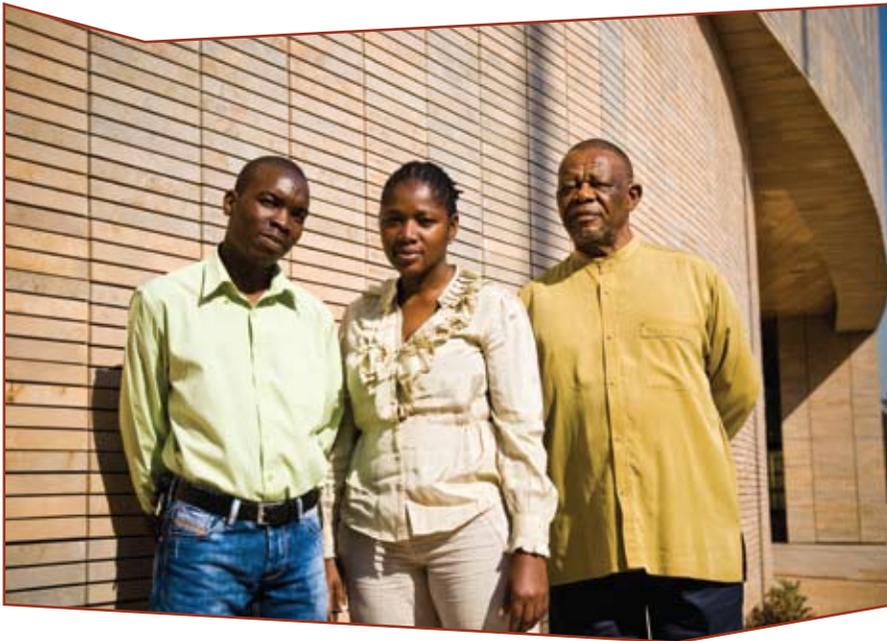
We also plan to publish a book with material gleaned from organic experts. The book will illustrate the methodology and means of identifying and bringing sensitive issues out in the open. The discussion and debate of these issues, and writing about them, will benefit us as much as our children, so that they inherit our past not as a burden, but as succour for their future.

Council approval

The Freedom Park Council has approved this Annual Report for the year ended 31 March 2010. The Council is of the opinion that the institution is financially sound and operates as a going concern.



Dr Mongane Wally Serote
Chief Executive Officer
August 2010

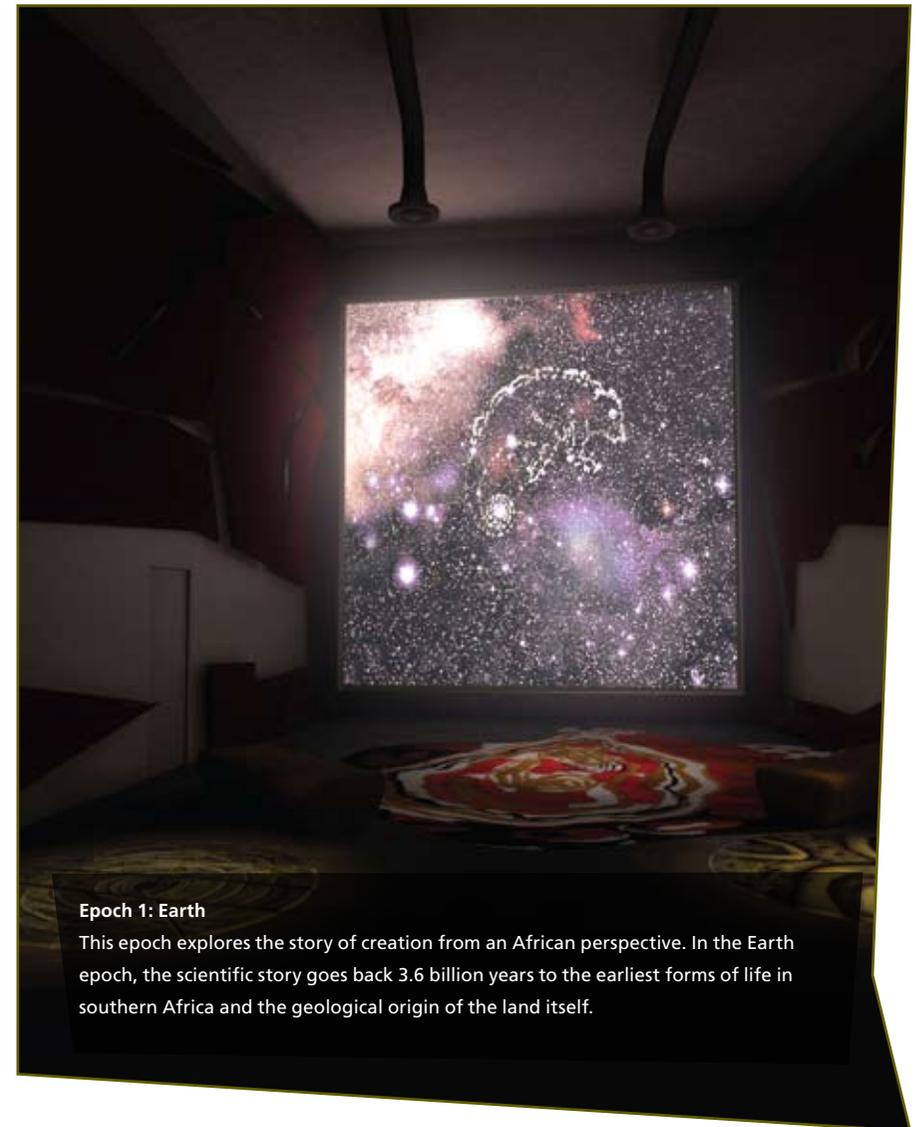


Office of the CEO

Left to right: Stephen Mbelengwe, Lindiwe Baloyi, Dr Mongane Wally Serote.

Not pictured: Lydia Tobin.

Picture taken at the Wall of Names, which is inscribed with the names of those who died during eight conflicts in South Africa's history: Pre-Colonial Wars, Slavery, Genocide, Wars of Resistance, the South African War, the First World War, the Second World War and the Struggle for Liberation.



Epoch 1: Earth

This epoch explores the story of creation from an African perspective. In the Earth epoch, the scientific story goes back 3.6 billion years to the earliest forms of life in southern Africa and the geological origin of the land itself.

