

THE
Freedom
PARK TRUST

Annual Report 2006

eternal flame
freedom
reflection
sanctuary amphitheatre reparation
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remembrance sanctuary sikhumbuto liberatio
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Vision

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

Mission

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

Isivivane



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Report of the Chairperson



The great themes of our country... the struggle for liberation, land and resources – vividly captured – a magnificent story of how these shaped our social, economic, political, cultural and historical landscapes.

The Freedom Park Trust is a historic memorial to the people of South Africa, formed to restore their history and create a monument dedicated to the liberation of this country.

1. BACKGROUND TO THE PROJECT

The Freedom Park Trust was launched on 1 June 2000 as a response to the need identified by the Truth and Reconciliation Commission for symbolic reparation for victims of past conflicts in the history of South Africa. It is the product of the many processes engaged in by Government since 1994 to create and foster a new national consciousness of the common legacy that binds the people of South Africa.

In response to the numerous calls for new monuments and other commemorations of the liberation struggle, Government initiated a series of Legacy Projects which were approved by Cabinet. These projects have been selected on the basis of principles that primarily affirm our cultural diversity and national identity, correct historical distortions, acknowledge our unsung heroes and heroines, and celebrate the freedom we have achieved in this country.

The vision behind The Freedom Park is to articulate an overall, multifaceted heritage which will represent, in a visible, experiential and interactive manner, our developing national consciousness and identity. The aim would also be to strengthen an awareness of the new legacy projects set up throughout the country, helping to give substance to our culture and deepen our identity and consciousness as South Africans.

2. HIGHLIGHTS OF ACTIVITIES OF THE BOARD OF TRUSTEES

2.1 Day of Reconciliation

The President, Mr Thabo Mbeki, delegated the responsibility for commemorating the annual national Day of Reconciliation on 16 December to The Freedom Park Trust. The Board participated in the representative celebrations that took place in Bloemfontein on 18 December 2005. Gauteng's event was hosted at The Freedom Park site by The Freedom Park Trust in partnership with the Department of Justice and the Human Rights Commission.

2.2 Ensuring thorough research

The Board has been consistent in exploring the principles underlying the design and planning of The Freedom Park, including the concept of nation-building and affirming all our languages and traditions as South Africans. The Board particularly encourages the involvement of all the people of South Africa, with the research into our hidden past. It required the management of The Freedom Park Trust to make in-depth investigations into these issues, and substantiate their point of view. These debates continued during much of the year under review.

Another aspect on which the Board was consulted was the names of the men and women to be honoured in the Gallery of Leaders – national, continental and international leaders who made outstanding contributions in the struggle for freedom and humanity. The Board has appointed a small committee of its members to assist with the verification of the proposed names to be featured in the Gallery of Leaders, according to the set criteria.

2.3 Appointments

In February 2006, the Board decided, with the appointed Deputy Chief Executive Officer, that the position of Chief Operating Officer was no longer required. Also appointed, was auditing firm PricewaterhouseCoopers, to act as internal auditors. They started work in December 2005, and facilitated a risk assessment workshop in February 2006.

2.4 Approval of concepts and designs

The final approval of the design concepts of The Freedom Park resides with the Board. It also oversees the timelines for completion of different phases of the project, helping to ensure that milestones are reached in time.

In October 2005 the Intermediary Phase was launched by handing over the work to the appointed contractors. This Phase consists of Sikhumbuto and Moshate. In February 2006 the Board endorsed the design concept for //Hapo, Phase II, which must be completed by March 2009.

2.5 Overall performance

During the year under review, the Board approved the required strategies and budgets presented to them.

The Board undertook a self-assessment process on matters such as Performance and Strategic planning, leadership, areas requiring improvement, orientation and the overall conduct of the Board as a unit. The Company Secretary managed the process.

While at the time of compiling this report, the results have not been fully tallied, preliminary scores indicate that the Board as a group feels that areas for improvement include managing strategy and performance, orientation and development with regard to governance of the Trust, teamwork and succession planning.

During the past year we have experienced considerable turnover in Board membership, a case in point for specific and regular orientation and development. In June 2005, the following members were appointed to the Board of Trustees:

- Prof Derrick Swartz
- General Lehlohonolo Moloji
- Mr Murphy Morobe
- Dr Mandla Adonisi
- Mr Thulani Gcabashe
- Mr Sizwe Nxasana

In November 2005, the following members were appointed to the Board of Trustees:

- Dr Edna van Harte
- Ms Shirley Mabusela
- Ms Beryl Simelane

Ms Barbara Masekela resigned owing to her appointment as Ambassador in the USA. Mr Sizwe Nxasana also tendered his resignation during the year. I thank them for their contribution during their tenure and wish them well. Sadly Ms Faith Gasa (Trustee and Chairperson of the HR and Remuneration Committee) passed away during the year under review.

3. CONCLUSION

The Board feels honoured to be a part of this historic site of national, continental and international significance and will continue to dedicate attention to the areas of performance where improvement is needed.

Lastly, I thank the CEO, Dr Wally Serote and my fellow members of the Board of Trustees, for their continued, valuable contribution to the work of the Trust. My appreciation also goes to all members of the staff of The Freedom Park Trust whose dedication and hard work greatly contributed to the successes so far achieved. I am confident that together we will ensure the successful completion and sustainability of The Freedom Park.



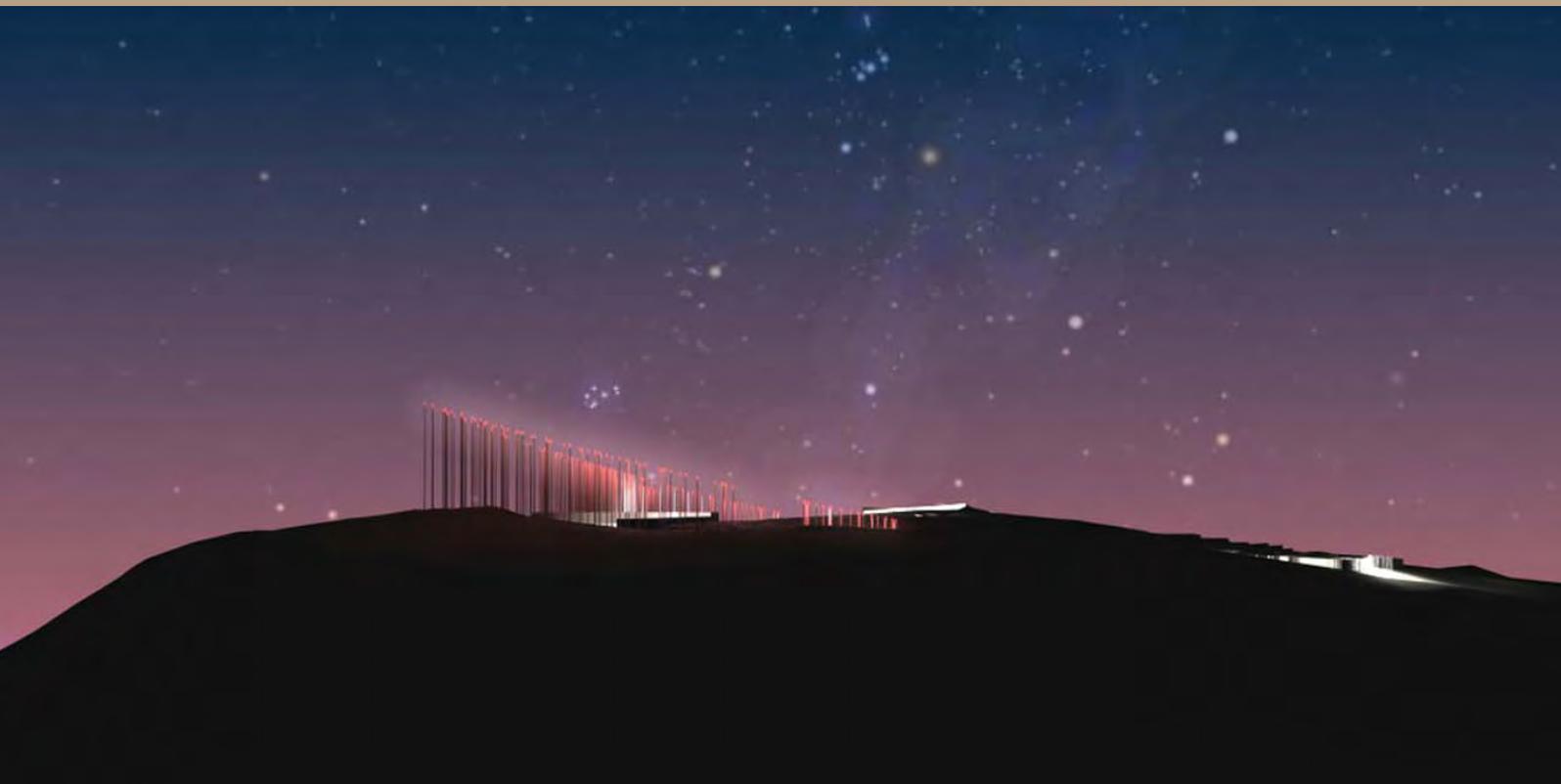
Gertrude Shope
Chairperson

26 July 2006

Sikhumbuto

This is the major memorial element on the crest of the hill, commemorating those who laid down their lives for freedom. It is being constructed as a permanent space to celebrate their lives and a symbol of reparation. Sikhumbuto comprises the following indoor and outdoor elements: the Wall of Names, the Sanctuary, the Eternal Flame, the Gallery of Leaders, the Amphitheatre and Moshate.

Commemoration



Report of the CEO



The Freedom Park shall strive to accommodate all of the emerging experiences and symbols that unfold to tell one coherent story of the struggle of humanity in South Africa.

1. INTRODUCTION

It is my pleasure to report on the activities and achievements of The Freedom Park Trust during the past financial year.

The Freedom Park is a National Legacy Project and South Africa's most ambitious heritage initiative to date. Its mission is "to provide 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". The core theme embedded in this mission is the struggle of humanity for freedom, which symbolises the universality of connections among South Africans of all backgrounds and all ages – the connections that will be expressed to their fullest through the elements that will constitute The Freedom Park.

The Freedom Park will look to the future in terms of promoting life-long learning and social inclusion. In other words, this is where South Africans will find reasons to know, understand and become conscious of the opportunities offered to them by reconciliation, and gain a deep understanding of the African-ness in our diversity which forever says – *Motho ke Motho ka batho* – a clarion call from those who have passed on, asking us to do everything possible, no matter how difficult, to strive to be humane.

The Freedom Park, in expressing the African-ness of our country, will integrate Indigenous Knowledge Systems in spirit, architecture, patterns, forms, aesthetics, arts, culture and epistemologies. Thus, it will foreground the diversity of knowledge, language and culture of the human race. In this way The Freedom Park will assist in emancipating the African voice and address the distortions and silences evident in our historiography. By using heritage as the medium, The Freedom Park will contribute to addressing prejudice, racism, and sexism, and confirm that the diverse nature of our society is our strength and wealth. In this context The Freedom Park opens an opportunity to reposition how heritage sites in South Africa deliver services to the public.

2. CONSTRUCTION MILESTONES

In terms of Construction, the main focus for 2005 was the construction of the Intermediary Phase and the design concept of Phase II. Considerable time and resources went into the process of procuring the services of a full team of design consultants. A major milestone was the approval of the design and cost of Sikhumbuto and Moshate by the Board of Trustees. This was preceded by an intensive consultative process with various stakeholders, thereby providing a mandate to proceed with all the necessary processes in preparation for the construction.

Construction of the Sikhumbuto commenced as planned in October 2005. A tender was awarded for the construction of the Intermediary Phase to Concor/Trencon Joint Venture. The construction site was officially handed over to the appointed contractor on 18 October 2005. Work towards Phase II has commenced.

Report of the CEO

3. RESEARCH AND DEVELOPMENT

In terms of research and development for the Intermediary Phase, the collection and verification of names of heroes, heroines and leaders began with various stakeholders and role-players, including political parties. Through the process of public participation, members of the public played a significant role in submitting and verifying names to be inscribed on the Wall of Names.

Research and development is not only strategic to The Freedom Park Trust but is also vital in ensuring the integrity of the project itself. Through research we are able to understand how the past, the present and future link with each other. Top priority during the year under review was research and development for the Intermediary Phase and Phase II. The development of //Hapo and the names collection stood out as the two high risk areas which required drastic actions in order to manage the timeous delivery of names. The Heritage Department therefore revised and realigned work plans that would address the issues of the timeframes and delivery. We also continued to work with a network of statutory bodies and organs of civil society, to coordinate the collection of names for Sikhumbuto.

During the past year, the task of collection and verification of the names of the fallen heroes and heroines of the struggle for liberation and freedom began. Provincial research teams were established to research four conflict areas; namely: the pre-colonial conflicts, slavery, genocide and wars of resistance. The network yielded positive results; for instance names have been released for public participation.

4. NATION BUILDING AND RECONCILIATION

Reconciliation is a catalyst to nation building and therefore, addressing the need for reconciliation at The Freedom Park Trust became a priority in order to focus and celebrate shared commonalities that bring a nation together and heal the divisions of the past.

In a quest to address issues of inclusivity and representivity, a joint cleansing and healing ceremony for Afrikaner, Indian, Coloured, Khoi and San communities was held on 18 December 2005 in Bloemfontein. This was also necessitated by the need to address the issue of reconciliation from a broad perspective.

During the period under review, The Freedom Park Trust in partnership with the Department of Justice and Constitutional Development (DoJ & CD), the Department of Arts and Culture (DAC) and the Human Rights Commission hosted the Reconciliation Day celebrations on 16 December 2005. This coincided with the 10th anniversary of the Truth and Reconciliation process. The event on 16 December was preceded by a seminar on anti-racism, which was held on 15 December 2005 at the South African Reserve Bank.

5. GOVERNANCE AND COMPLIANCE

The governance of The Freedom Park Trust received special attention. To enhance the capacity of the Board of Trustees, additional Board members with a wide variety of skills and experience were appointed by the Minister of Arts and Culture. The term of office of the Chairperson was also extended to ensure continuity and proper succession planning.

To ensure compliance with the Public Finance Management Act, and other statutory prescripts, The Freedom Park Trust Board reviewed, realigned and updated the organisation's systems of financial management, risk management and internal control. A Supply Chain Management policy is in the final stages of review and will be finalised in the forthcoming financial year. PricewaterhouseCoopers was appointed in November 2005 to provide and internal audit function.

6. STAKEHOLDER COMMUNICATION

The most prevalent concern of The Freedom Park Trust is to enhance the effectiveness of communication and consultation with its stakeholders. These include Government, civil society, our partners and the international community. We acknowledge that a basis must exist within The Freedom Park for reconciliation and ownership by the South African people. To facilitate ownership of the project by the nation, we entered into broad-based protracted consultative processes. These were two-pronged, firstly involving the processes to gain closure to the outcomes of past conflicts, and secondly opening a dialogue on the project with the broadest possible sectoral spectrum of organisations in the country.

Several workshops and consultative meetings were conducted to inform as well as to generate information on how stakeholders would want to participate or have their interests represented at The Freedom Park. Stakeholders consulted, amongst others, were the youth, women, indigenous healers, indigenous leaders, labour, creative people in the arts sector, veterans, disabled people, Afrikaanse Taal en Kultuur Vereniging, faith-based organisations, the June 16 committee, historians and the Indigenous Knowledge Systems (IKS) panel. The Trust has to go beyond a mere assembly of representations of diverse legacies. We endeavour to bring together these multiple identities and perspectives to form an integrated picture of our national identity. Through these dialogues we are able to present the elements of The Freedom Park in a rich and inspirational manner.

Strategic partnerships with different organisations have been concluded with the signing of Memoranda of Understanding (MOUs). IKS is a guiding and underpinning principle in all activities and processes of the Trust. The Trust has therefore signed a MOU with iKSSA to acknowledge the elders in our country as custodians of IKS. The challenge for the Trust was to be innovative in enhancing acceptance of this by the youth. This is done by promoting dialogues between the youth and elders, conventional and organic intellectuals were initiated to ensure skills and knowledge transfer and in the latter, balanced perspective in the IKS discourse.

In terms of international communities on the continent and elsewhere, the Trust participated in the international conferences on culture and development in Cuba and Venezuela. At these occasions discussion on the Trust were presented and the participation of the continental and international stakeholders was solicited. The Trust's publications were translated into different languages to ensure full participation of the delegates. The Department of Foreign Affairs also continues to play a critical role in ensuring that, as part of the induction programme of ambassadors elect, they visit The Freedom Park to enhance mobilisation in the countries where they are to be posted.

7. HUMAN RESOURCES

During the past year important positions within the Trust were filled, of which the most notable were those of Deputy Chief Executive Officer and Chief Financial Officer. Competence and capacity building through training and development of staff remain vital instruments to the successful implementation of the organisation's strategy. Capacity development was further boosted by the participation of staff in various training programmes. Plans to attract and retain professional staff are supported by continuously benchmarking remuneration against prevailing market standards.

With regard to Employment Equity, the organisation has managed to strike a balance between the ratios of males to females.

8. LOOKING TO THE FUTURE

The lodging of the amended Deed of Trust with the Master of the High Court has been a noteworthy achievement for the period under review. We hope that the amended Deed of Trust will be publicly available in the forthcoming financial year.

In the coming year The Freedom Park Trust will focus on finalising the construction of the Intermediary Phase of the project, which is due to be handed over to the President and the nation on 16 December 2006. The main priority for the year ending March 2007 will be to ensure that timeframes and the delivery of names for the Wall of Names are adhered to, so that all aspects are ready for December 16. The Trust will continue the dialogues with the nation in an attempt to involve stakeholders as much as possible, and most importantly, to update them on the progress of the project, specifically the cascading of the names for the Wall of Names.

The objectives of the Freedom Park Trust for the year ending March 2007 are:

- To contribute to nation building and reconciliation by providing a forum for South Africans to value and appreciate our cultural diversity as a treasure and wealth of our nation.
- To successfully complete The Freedom Park Project within time and budget limits.
- To position The Freedom Park firmly in the hearts and minds of the stakeholders as an extension of the institution that embodies inclusive national identity.
- To preserve, protect and promote IKS, both as a science and culture in its own right so as to emancipate the African voice, nationally, continentally and internationally, and to recognise its contribution to global knowledge.
- To manage The Freedom Park effectively as a heritage destination and legacy for future generations in compliance with all relevant legislation.
- To mobilise the continent and international communities behind The Freedom Park Trust.

Report of the CEO

The programme of action for 2006-2007 has been derived from the objectives of the organisation, listed above, which are in turn based on the foundational pillars of The Freedom Park Trust. The programme of action consists of:

- construction;
- reconciliation and nation-building;
- research and development;
- dialogue with the nation; and
- “turning the pyramid upside down” – capacity building across all levels.

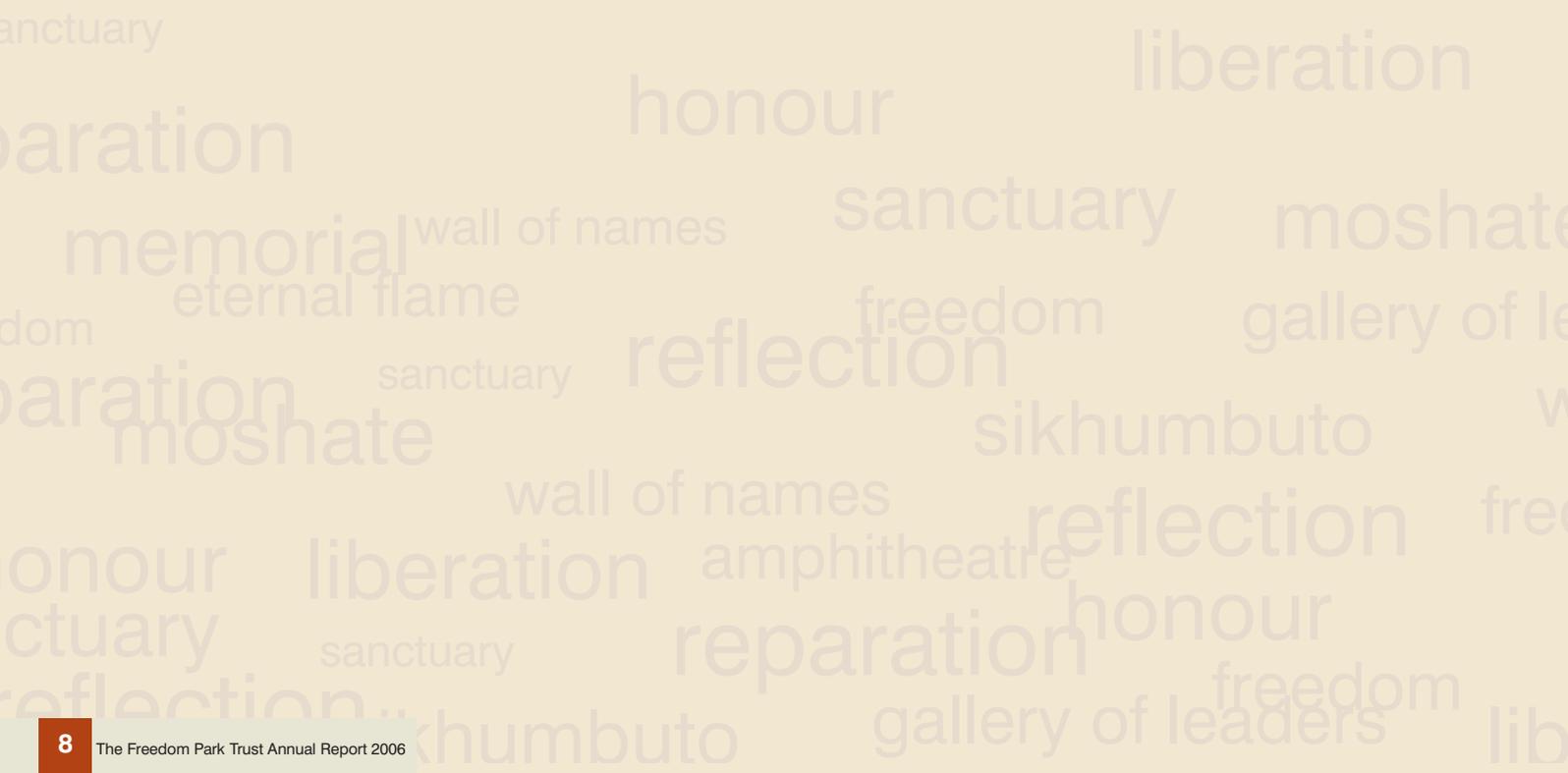
9. CONCLUSION

I wish to convey my appreciation to the Board of Trustees the management team every employee of the Trust, and our service providers, for their dedication to this vitally important project. One day we will look back on this period of tremendous effort and inspiration and rejoice that we were able to contribute to a truly worthwhile, timeless monument.



Dr Mongane Wally Serote
Chief Executive Officer

26 July 2006



Wall of Names

This is a physical structure where the **names** of those who fell during the eight conflict events will be inscribed. Its purpose is to give meaning to the **consitutional imperative** as reflected in the following extract from the Constitution of the Republic of South Africa 1996:” We, the people of South Africa, recognise the injustices of the past, **honour** those who suffered for **justice and freedom** in our land, respect those who have worked to build and develop our country; and believe that South Africa belongs to all who live in it, **united in our diversity.**”

The Wall of Names will reflect, in an objective manner, the eight conflicts, namely Pre-colonial, Genocide, Slavery, Wars of Resistance. South African war (Anglo-Boer), First and Second World Wars and the Struggle for Liberation. The Wall will be able to accommodate 136 000 names and further information, such as biographies, and will be accessible on touch screens. it must be noted that only 75 000 names will be inscribed on the Wall by 16 December 2006 and therefore it is essential that research and verification in this area will be ongoing.

Honour



Sanctuary

This is an indoor space for contemplation and reflection by groups and individuals visiting the Park. After consultation it became apparent that people visiting the Wall of Names might need a space to reflect on experiences in a quiet and peaceful manner. The Sanctuary will reflect this serenity by the use of light, earth and water elements.

Reflection



Financial Highlights

for the year ended 31 March 2006

Description	Budget R (000)	Actual R (000)	% of income
Operational	34 176	37 314	70
Activities	8 288	6 409	12
Site costs	2 310	2 152	4

1. OPERATING RESULTS

Overall the performance of the Trust with respect to the budget on expense categories (not line items) has been favourable.

Despite the operational and capital budget challenges with which the Trust was faced during the period under review, the Trust was able to achieve its strategic objectives as set out in the strategy which had been approved by the Board of Trustees and submitted to the Department of Arts and Culture (DAC).

Total operational grants and other income was R53,0 million, a considerable increase over the income for the 2004-2005 period of R47,0 million. The organisation shows a surplus of R7,0 million for the year as a result of financial commitments for services delayed during the 2005-2006 year. The major operational activities in 2006 financial year were nation building, research and development, workshops for design and development of the structures on the site, building of the next phase on the site, and advertising and promotions. The Trust revised its construction plan to commence the building of the Intermediary phase in October 2005, and this has been successfully achieved.

Legal fee expenses are in relation to independent legal opinion being sought in guiding the Board and management in compliance and execution of their duties. Some of the expenses incurred in Fruitless and Wasteful Expenditure relate to non-compliance with regulatory prescripts, and corrective remedial action has been taken to avoid the recurrence of such actions.

2. CAPITAL EXPENDITURE

The capital expenditure for the year amounted to R50,4 million, up from R18,6 million in 2005. Building projects under construction is valued at R50,0 million and the balance of the expenditure was for operational assets. During the year a tender of R188 million was awarded to the Concor/Trencon joint venture for the construction of the next phase on the site, and 45% of the capital expenditure is attributable to payments in favour of this contract.

As indicated in the Annual Financial Statements the Capital Expenditure for the period under review is stated below:

Buildings under construction R50 000 916 [Note 2]

Capital commitments R241 967 660 [Note 17]

Progress on the construction of the Intermediary Phase as at end of this financial period was as follows:

Sikhumbuto 12,0%

Sanctuary 15,0%

Moshate 5,0%

Corporate Services and Human Resources

1. OVERVIEW

The Corporate Services department is responsible for effective and efficient corporate administration, human resources services, information technology and customer care to facilitate the achievement of The Freedom Park Trust's strategic objectives. It is the aim of the department to provide high-quality support and services to the organisation. This is underpinned by world-class human resources management systems, a high level of professionalism, and effective management of organisational resources.

Pursuant to the above objectives, the filling of all available vacancies with suitably qualified personnel is critical to the successful achievement of the organisation's strategic objectives. The department has therefore set, as one of its key priorities, the continued improvement in turnaround time in the filling of all approved positions, and the predictive ability and validity of the selection methods to ensure that candidates selected are of higher calibre. During the period under review, a significant number of positions were filled, of which the most notable was that of Deputy Chief Executive Officer. Other key positions that were filled as either replacement or new vacancies created to enhance organisational capacity included among others, the following: the lead exhibition developer, researcher, coordinator of special projects in the CEO's office, the marketing and communications manager, research coordinator, historical researcher, departmental secretary in the CEO's office, and Chief Financial Officer.

2. EMPLOYMENT EQUITY

As a National Legacy Project with the eyes of the entire nation and the world upon it, The Freedom Park Trust has to set the example with regard to matters of specific importance to Government, such as Employment Equity (EE).

POST LEVEL	FILLED	BLACK		WHITE	
	Total	M	F	M	F
Executive	2	1	1	-	-
Management	7	2	3	1	1
Middle Management and High Level Specialists	10	5	3	1	1
Supervisor and High Level Skilled/Clerical	30	14	16	-	-
TOTALS	49	22	23	2	2
Total Employees	49				
Total Black	45	91,84%			
Total White	4	8,16%			
Total Male	23	48,98%			
Total Female	22	51,02%			

It is encouraging to see the high level of female employees in the organisation – 51,02%. The majority of employees of the Trust – 91,8% – are black, and given the important unifying role that The Freedom Park Trust is meant to play, concerted efforts will be made in the 2006-2007 financial year to attract people of other races.

The organisation experienced a high level of staff turnover during the year under review on various levels, including individuals at senior management. In addition to this, there were also involuntary terminations of service due to misconduct, involving three lower level members of staff. Turnover of this extent is to be expected in an organisation which works under pressing deadlines, high demands, and conditions that fluctuate greatly.

Eternal Flame

Adjacent to the Sanctuary is the **eternal** flame which represents the unknown and **unsung heroes and heroines** who lost their lives in the struggle for humanity and freedom. Research and development for this space, directed from an IKS perspective, has shown that after **cleansing** by water in **any religion** a person is elevated to a higher level, which is fire. Water is for cleansing and fire is for **purification**. What you cannot do after cleansing you are able to do in purification. Fire (incense) is also used as a vehicle through which communication with the ancestors can be directly established. Fire symbolises protection, **sustenance** of life and eternity.

Purification



Corporate Services and Human Resources

3. TRAINING AND DEVELOPMENT

Competence and capacity building through training and development of staff remain vital instruments to the successful implementation of the organisation's strategy. Capacity development was further boosted by the participation of staff in training such as leadership programmes and government budgeting for senior managers, Permones job evaluation for senior managers, and Microsoft Office Suite, office administration, writing skills and labour relations for all staff.

Profile of staff who attended training:

Level	Training initiatives
Executive Management	1
Management	5
Middle Management and Higher Level Specialists	6
Supervisor and Higher Level Skilled	11

Gender demographics of training:

Gender	Training initiatives
Male	19
Female	13

4. LABOUR LEGISLATION

The Corporate Services Department ensures that the Trust is compliant with all relevant acts and legislation. These include, but are not limited to, the:

- Basic Conditions of Employment Act (BCEA)
- Labour Relations Act (LRA)
- Unemployment Insurance Act
- Unemployment Insurance Contributions Act
- Compensation for Occupational Injuries and Diseases Act
- Occupational Health and Safety Act

5. INFORMATION AND COMMUNICATION TECHNOLOGY

Measures are also being implemented to optimise the utilisation of all modules of the SAP system. The department is also in the process of facilitating training of all Managers in the use of Project and Cost Control Modules. This will facilitate the monitoring of strategic performance and cost centre budget control. The information recording and retrieval capabilities of the Information Centre have been boosted immensely with the installation of the Imagic Library System. In addition to reliable recording, the system will bring tremendous improvement on the retrieval of stored information through its advanced search facilities.

Gallery of Leaders

One of the features of Sikhumbuto is the **Gallery of Leaders**, South African, continental and international leaders who made **outstanding contributions** in the struggle for humanity and freedom. The gallery aims at bestowing honour on the leaders whose contributions stand out in human memory and **history**. For this honour to remain unique, esteemed and superior, the number of awardees has to be controlled. When people visit the gallery, they should be **inspired** to emulate the sacrificial and **heroic lives** of the commemorated leaders. It must feel different from any other existing gallery and give a sense of being truly exceptional.

Remembrance



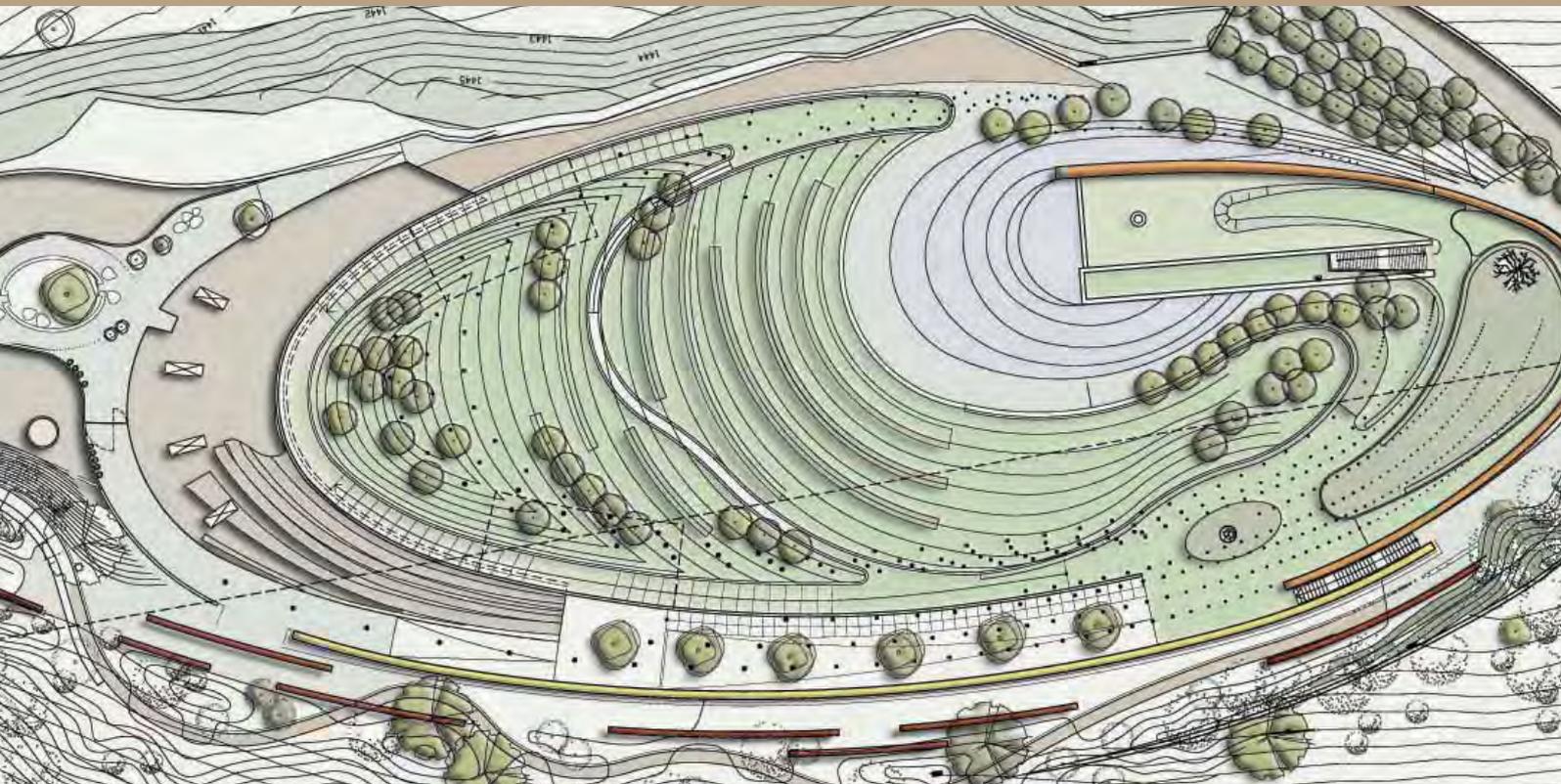
The Amphitheatre

The **amphitheatre** will be located inside the **Wall of Names**.

It will be a terraced space with the capacity to seat 2 500 people.

The Amphitheatre is envisaged as a **multi-purpose space** where major national events will be hosted. Moreover, it is also a space designed on the principle that there is **constant communication** and **interaction** between the living and the spiritual worlds. Thus, the space could be used to conduct **rituals** and **ceremonies** from a wide spectrum of religious and belief systems.

Interaction



The Board of Trustees

An organisation such as The Freedom Park Trust is naturally dependent on the profile and expertise of the members of its Board of Trustees, who set the strategy of the organisation and have direct contact with the Government stakeholders.

The Trust is fortunate to have obtained the representation of leaders in business, government, academia and the arts on its Board of Trustees. Trustees hold office for a minimum of three years, or for the duration of the Trust, and are non-executive. Their résumés as at 31 March 2006, are set out below:

Ms Gertrude Shope (Chairperson)

Ms Shope is a retired Member of Parliament in the House of Assembly with extensive leadership experience. Her work experience from 1948 – 1999 includes teaching Home Economics at institutions such as Indaleni High School, Pimville High School and the Home Economics Centre in the Western Native Township. She worked for the Johannesburg City Council as a community worker, and also worked with students at the Jan Hofmeyer School of Social Work. In 1991 she was elected President of the ANC Women's League, until December 1993 when she stood down.

Dr Frene Ginwala

The first Speaker of the National Assembly of the Parliament of South Africa following the historic 1994 elections, Dr Frene Ginwala has presented at various national, international and United Nations conferences and is widely published on anti-apartheid and women's issues. Upon her return from exile to South Africa in 1991, Dr Ginwala formed the task force to establish the ANC Women's League in South Africa. She also assisted with setting up the Women's National Coalition, which consisted of organisations from across the political spectrum, with the aim of drawing up the charter on women and was elected its national convenor. In 1994 she was elected the Speaker of the National Assembly. In this capacity, she has been instrumental in bringing about the many changes in Parliament. Before and during her exile, Dr Ginwala worked in Tanzania, Zambia, Mozambique and the United Kingdom as an ANC official, a journalist and a broadcaster.

Ms Luli Callinicos

Luli Callinicos is a founder member, past Senior Research Officer and now an Honorary Researcher in the History Workshop. She has published five books – *Gold and Workers* (Ravan Press 1981); *Working Life, Factories, Townships and Popular Culture on the Rand. 1886-1940* (Ravan Press, 1987), for which she won the Noma Award in 1988. Established in 1979, the Noma Award for literature is open to African writers and scholars whose work is published in Africa, and is presented under the auspices of UNESCO. Subsequently Ms Callinicos penned *A Place in the City* (Ravan/Maskew Miller Longman, 1993); *The World that made Mandela* (STE Publications, 2000); and a biography, *Oliver Tambo: Beyond the Engeli Mountains* (David Phillip – New Africa Books, 2004). The latter received a special commendation from the Noma Awards in 2005. Ms Callinicos is a founder and board member of the Workers Library and Museum, a board member of the South African History Archives and chairperson of the National Heritage Council.

Professor Willie Esterhuysen

Professor Esterhuysen is currently part-time professor in Business Ethics at the Graduate School of Business, University of Stellenbosch. He also lectures part-time on executive management programmes at the Graduate School of Business of the University of Cape Town. He has published a variety of books and articles on philosophical and political issues. He is a non-executive director of Murray & Roberts, Metropolitan Life, Medi-Clinic, Opetivest Holdings and Barrinor Vintment. He is a member of the South African Academy for Science and Art, the Philosophical Society of Southern Africa and Arts Cape Town. He is a board member of the Centre for Development Enterprise, and a trustee of the Sanlam Demutualisation Trust, Nations Trust, FPT, Maths Centre, and Centre for Civil Society.

The Board of Trustees

Professor Itumeleng Mosala

Professor Mosala has obtained numerous degrees including an MBA (Corporate Financial Strategic Management) from the University Business School England; a PhD (Biblical Hermeneutics and Black Theology in South Africa) from the University of Cape Town; an MA (Social Justice in the early Israelite Monarchy) from the University of Manchester, UK; a BA (Hons) (Violent Revolution and Social Ethics); and an AFTS Degree with distinction from the Federal Theological Seminary. He is currently the Director General of the Department of Arts and Culture. He was the Vice Chancellor and Principal of Technikon North West, Chief Director of the National Department of Education and Professor of Religious Studies at the University of Cape Town. He has lectured at Wesley House College and Divinity Faculty, University of Cambridge in the UK, and also at the University of Cape Town on the subjects of Black Theology, African Religion, and Biblical Studies.

He is patron of the June 16, 1976 Foundation. He was advisor to the Council of the Premier of the Free State and to the Department of Public Works. He has co-authored Green Papers on Higher Education, and has been published in several issues of the Journal of Theology for Southern Africa. He has been co-author of several publications including *The Unquestionable Right to be Free*, *Hammering Swords in Ploughshares*, and *Biblical Hermeneutics and Black Theology in South Africa*.

Mr Ahmed Kathrada

Mr Kathrada became involved with formal politics when he was involved in a multi-racial youth club run by the Youth Communist League. In 1952 he was amongst twenty people who had been arrested and charged for organising a defiance campaign against six unjust laws. The campaign was jointly organised by the African National Congress and South African Indian Congress. The security police placed him under restraint in 1954. He was amongst the 156 Congress activists and leaders who were arrested and charged with high treason in 1956 with the late Mr W Sisulu and Dr RN Mandela. In 1962 he was placed under house arrest and went underground in 1963. He and other banned persons were arrested by police in Rivonia, Johannesburg, and Mr Kathrada was sentenced to 26 years and three months in prison, 18 years of which were served on Robben Island.

While in prison, Mr Kathrada obtained four university degrees. He has also been awarded honorary doctorates from the University of Durban Westville, the University of Missouri, USA, and University of Massachusetts, USA. In 1989 the ANC was unbanned and at its first conference he was elected to the National Executive Committee. In 1994 he headed its Public Relations Department. In 1997 he declined nomination to the National Executive Committee. In 1994 he was elected to Parliament. He also served as Parliamentary Counsellor in the Office of President Mandela. He is Chairperson of the Robben Island Museum Board of Trustees and he is a patron of the Trauma Centre. He received the Isithwalandwe Merit Award from the ANC for long service, and the Presidential Order for Meritorious Services: Class 1: Gold.

Ms Helen Sebidi

Ms Sebidi is a gifted and acclaimed artist whose talent was passed on to her by her late grandmother. Her work as clay artist was first exhibited at Artists under the Sun, Joubert Park. She improved her clay technique at Katlehong Art Centre where she became interested in poetry, making pots and sculpting, and taught children at the centre. She worked at the Johannesburg Art Foundation and Khua Udwena Art. She was awarded a Fulbright scholarship to travel to and study in countries like the United States, Namibia, Sweden and the Netherlands. Her work has been exhibited all over South Africa and abroad. She was a Star Women of the Year Finalist, and won the Standard Bank Young Artist Award for Fine Art, as well as a Vita Award.

Moshate

Moshate is a **concept distilled** from the designs of various Chieftaincies within the South African political landscape. It will be used for special State occasions, such as visits by dignitaries and heads of Government of other nations. It is also intended as a place for **intercession**, a “contemplative environment” where the **future** can be pondered within the context of the **past**. It will afford visitors to South Africa the opportunity to reflect on the country’s role in conflict resolution on the continent.

Intercession



The Board of Trustees

Mr Murphy Morobe

Mr Morobe attended high school in Soweto in the 1970s. He completed the Fellowship Programme at Princeton University from 1990 to 1991. In 1993 he obtained a Diploma in Project Management from the Centre for Creative Leadership in Colorado Springs, USA. Mr Morobe has been involved in many movements as a Black Consciousness philosopher. His employment history goes back to 1976, where he was an organiser for political prisoners. From 1983 to 1985 he worked as a publicity secretary for the General and Allied Workers Union. Soon after that he joined the United Democratic Front as head of administration. He held various positions at PG Bison from 1991 to 1994, whereafter he joined the Gauteng Provincial Legislature. He then served on the Financial and Fiscal Commission from October 1994 to July 2004. Mr Morobe has been the Deputy Director General of Communications in the Presidency since July 1994.

Dr Mandla Adonisi

Dr Mandla Adonisi is currently a senior lecturer at the Gordon Institute of Business Science, University of Pretoria. He holds the Dip Theol, BA (Hons); an MM (HRM); and an MA (Psychology). Mr Adonisi established Adonisi & Associates in 1993 in response to growing requests from clients while he was at the University of the Witwatersrand (Wits) Business School. He consults to the public and private sectors on strategic management, change management and human resource management. He has also conducted strategic planning workshops and instituted restructuring interventions for both national and international businesses. He lectured at the Wits Business School's Faculty of Management on various human resource development topics from 1989 to 1993. From 1985 to 1988 he was employed by World Vision as a National Field Director, where he was responsible for 240 projects throughout South Africa, Botswana, Lesotho and Swaziland. These projects were community-driven development initiatives in the areas of income generation, water provision, agriculture, drought relief and childcare.

Ms Beryl Simelane

Ms Simelane attended school in Swaziland where she matriculated in 1968. She went on to further her studies at the University of Natal (Durban Campus) and obtained the BProc degree. She started practising law in 1976. In 1998 she was appointed as Regional Director for the Black Sash. She joined the Department of Justice and Constitutional Development as Regional Head (Chief Director) in Gauteng, also in 1998. Ms Simelane is currently with the National Prosecuting Authority as Deputy Chief Executive Officer.

Mr Thulani Gcabashe

Mr Gcabashe began his career as a town and regional planner in Botswana in 1982. Between 1984 and 1992 he practised with a Durban based firm of architects and town planners, where he became a director in 1990. He joined Eskom's Durban Distribution Centre in 1993 where he served on the management team with the specific responsibility for electrification. During 1995 and 1996 he served as a General Manager: Eskom International, responsible for running Eskom's London office. During this period he attended the Programme for Executive Development at the IMD in Lausanne, Switzerland. In 1999 he joined the Eskom Management Board and the Electricity Council as Deputy Chief Executive and Chairman of Eskom Enterprises. In February 2000 he was appointed Chief Executive Designate and in November 2000 as Chief Executive. He was appointed to the board of Business Map SA, and more recently to the board of Standard Bank. As Chairman of Eskom Enterprises he is responsible for all Eskom's non-regulated and international business and is spearheading Eskom's support of the African Renaissance.

Ms. Shirley Mabusela

Evangelina Shirley Mabusela is an independent consultant working in the field of children's rights. She has business interests that include serving in a number of SMMEs in the mining and energy sectors. She holds a BA degree from the University of the North, a Post-Graduate Diploma in Advanced Social Work Practice from the University of the Witwatersrand, and a Management Diploma offered jointly by Shell and the University of the Witwatersrand. In her early professional career, Ms Mabusela practised as a probation officer and social worker. Her involvement in children's rights as well as social welfare creates a continuous demand for her services in social research programmes, commissioned by both government and organs of civil society. Ms Mabusela is currently working as an independent consultant on child rights issues. She is also chairperson of Chichima Investments, a consortium of women-owned companies of which the major focus is renewable energy and mining.

Professor Derrick Swartz

Former anti-apartheid activist Derrick Swartz is a familiar name on the South African political and educational scene. He received a BA degree from the University of the Western Cape in 1981, and then taught at a secondary school for several years. While in exile in the 1980s he earned an MA and a PhD in Sociology from Essex University, UK. After his return to South Africa, he became Professor and Director of the Institute of Government at the University of Fort Hare. Professor Swartz has been employed as Vice Chancellor at the University of Fort Hare since April 1999.

General Lehlohonolo Moloi

General Moloi attended school at Moroka Missionary Institute. He joined the liberation movement and participated in all ANC campaigns in the 1950s and held several positions in the ANC. He joined the High Command of Umkhonto we Sizwe (MK) of the ANC in 1961, and in 1962 he attended basic military training in Morocco. In 1966 he was a Commander for Security and Training Operations. He served in, amongst others, Lesotho, Zambia and Botswana as a commander. He rose to the rank of General in the South African National Defence Force (SANDF) and was a member of the SANDF Command Council. He was also a Special Advisor to the Chief of the SANDF, and representative to the Interstate Defence Committee (ISDC) of the Southern African Development Community (SADC). General Moloi has since retired from active duty in the SANDF and is currently a director of AMD and Alcare. He is also a retired member of the Council for National Awards in the Presidency.

Dr Edna van Harte

Dr Van Harte obtained the BA degree in Social Sciences from the University of South Africa and in 1979 she obtained the BA(Hons) degree. She then went to study at the City University of New York, Queens College, in 1986, and furthered her studies at the University of Colombia in New York. Dr Van Harte is a counsellor, writer, researcher, developer, facilitator and organiser, to name a few of her roles. Her employment history dates from 1970 when she worked for five years as a social worker for the South African National Council on Alcoholism and Drug Abuse, in the Western Cape. In 1980 she worked for the University of Western Cape as campus coordinator. She was employed as a Counsellor and Director of the Office of Multicultural Affairs and Staff Psychologist at the University in New York during 1988 and 1999.

She became director for the Desmond Tutu Educational Trust (DTET) in January 2000. She was advisor on grant-making to five public higher education institutions in the Western Cape, and was involved in ensuring service delivery to seventeen historically black universities and technikons in South Africa. In July 2002 she was appointed as Executive Assistant to the Rector and Vice Chancellor at Stellenbosch University. Dr Van Harte is still with Stellenbosch University as Dean of Students, responsible for operational and fiscal management of the Student Affairs Division.

Statement of Responsibility by the Board of Trustees

for the year ended 31 March 2006

1. CORPORATE GOVERNANCE

The Freedom Park Trust is committed to the principles of openness, integrity and accountability and continually reviews its processes and practices to ensure compliance with legal obligations and adherence to good corporate governance practices that are benchmarked against international best practices. Compliance with King II on corporate governance and the Public Finance Management Act of 1999 is therefore an integral part of the Trust.

The primary objective of any system of corporate governance is to ensure that Board members and management, to whom the governing of The Freedom Park Trust has been entrusted, carry out their responsibilities economically, efficiently and effectively, placing the interests of the Trust ahead of their own. This process is facilitated through the establishment of appropriate reporting and control structures within the Trust.

2. INTERNAL CONTROLS

The Trust maintains internal controls and systems designed to provide reasonable assurance as to the integrity and reliability of the financial statements and to adequately safeguard, verify and maintain accountability for its assets. Such controls are based on established policies and procedures and are implemented with an appropriate segregation of duties. The internal audit function operates under the direction of the Audit Committee, which approves the scope of the work to be performed. Significant findings are reported to both executive management and the Audit Committee. Corrective action is taken to address internal control deficiencies identified in the execution of the work.

During the year under review, nothing has come to the attention of the Board members to indicate that any material breakdown in the functioning of these controls, procedures and systems has occurred.

3. RISK MANAGEMENT

The Freedom Park Trust manages the risk in all its business operations on a continuous basis. Key policies and procedures are in place to manage, amongst others operating risk involving segregation of duties, transaction authorisation, supervision, monitoring and financial and managerial reporting.

The risk management process is based on a continuous assessment of The Freedom Park Trust's exposure to a wide spectrum of risks. The Freedom Park Trust will identify, analyse, monitor and control all major classes of risk. The current management structure and process is being benchmarked against the standards set by King II to ensure total compliance with the requirements of the report. The Trust's risk management activities continue to focus on compliance with key features of existing environmental, health and safety legislation.

4. CODE OF ETHICS

The Freedom Park Trust Board, executive management and employees are required to observe the highest ethical standards, ensuring that business practices are conducted in a manner, which, in all reasonable circumstances, is beyond reproach.

A procurement policy was developed to ensure efficient, transparent, competitive and cost-effective resourcing of requirements and also that the objective to involve SMMEs and other empowerment structures in the supply of goods and services to the Trust is achieved.

5. STRATEGIC PLANNING

Annual strategic plans are compiled with detailed business plans for action and allocated responsibilities. The Accounting and Executive Authorities annually approve the strategy and the budget in terms of MTEF.

6. SUSTAINABILITY REPORTING

The Trust is conscious of its social, environmental and economic responsibilities to employees, the broader community and future generations. Therefore it is the policy of The Freedom Park Trust to empower and transform communities situated around its facilities and contribute to society to improve the quality of life.

The Trust's deliberate and strategic initiatives to address issues of social investment include:

- 1) Skills development: the transfer of technology and expertise to the historically disadvantaged through various programmes

- 2) Support for SMMEs' capacity to perform, that will result in economic growth through institutional capacity building and human resources development
- 3) Developing and caring for employees through the provision of education and training opportunities. The Trust is committed to providing equal opportunities for its employees.
- 4) Every effort is made to ensure adherence to legislation relating to environmental safety and control.
- 5) Ensuring succession planning.

7. TRANSFORMATION

The Trust acknowledges the importance of black economic empowerment in South Africa and is committed to the continued transformation of The Freedom Park Trust through the development of human resources, employment equity, preferential procurement and corporate social investment.

8. ANNUAL FINANCIAL STATEMENTS

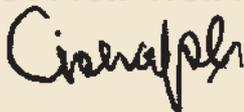
The Board of Trustees is responsible for the maintenance of adequate accounting records and for the preparation of the Annual Financial Statements which fairly present the state of affairs of the Trust as at the financial year-end, the results of its operations and cash flow information for that year, in conformity with South African Statements of Generally Accepted Accounting Practice. The Annual Financial Statements are the responsibility of the Board of Trustees and the responsibility of the Auditor-General is to report on these Annual Financial Statements, and this report can be found on pages 34 to 50 of this publication.

To enable the Board to meet these responsibilities, they set out standards and implement systems of internal control aimed at reducing the risk of error or loss in a cost-effective manner. The Board is of the opinion, based on the information and explanations given by management and on the comment by the Auditor-General on the result of their audit that the internal accounting controls are adequate to ensure that the financial records may be relied upon for preparing the Annual Financial Statements and maintaining accountability for assets and liabilities.

The Trust has complied with South African Statements of Generally Accepted Accounting Practice, in preparing the Annual Financial Statements, which are based on appropriate accounting policies, consistently applied, and which have been supported by reasonable and prudent judgments and estimates. The Board is of the opinion that the Annual Financial Statements fairly present the financial position of the Trust, as at 31 March 2006, and the results of its operations and cash flow information for the year then ended.

The Freedom Park Trust's Board of Trustees is responsible for governing the affairs of The Freedom Park Trust, approving policy and goals and the integrity of the financial statements. The fulfilment of this responsibility is discharged through the establishment and maintenance of sound management and accounting systems.

The Annual Financial Statements have been prepared on a going concern basis and the Board has every reason to believe that the business will continue to operate on a going concern basis in the year ahead.



Ms Gertrude Shope
Chairperson

The Freedom Park Trust Board of Trustees
26 July 2006

Governance Structure

1. THE FREEDOM PARK TRUST BOARD

The Board, which is the Accounting Authority of the Trust, meets once every quarter. The Board monitors management and ensures that strategic and policy matters are subject to their approval. The roles of the Chairperson and Chief Executive Officer are not vested in the same person. Trustees hold office for a minimum of three years or the duration of the Trust in a non-executive capacity.

2. ATTENDANCE OF BOARD MEETINGS

The record of meetings held for the year ended 31 March 2006 and attendance by each Trustee is reflected in the following table:

Trustee	Date					
	28/06/2005	27/07/2005	12/08/2005	28/09/2005	28/10/2005	16/02/2006
Ms G Shope	√	√	√	√	√	√
Ms H Sebidi	√	√	√	√	√	√
Ms L Callinicos	√	√	√	√	x	√
Mr A Kathrada	√	√	x	√	x	√
Prof I Mosala	x	x	x	x	x	x
Prof W Esterhuysen	x	x	x	√	√	x
Dr F Ginwala	√	x	√	x	x	x
Prof D Swartz	√	x	x	x	x	x
General L Molo	√	√	√	√	√	x
Mr M Morobe	√	x	x	x	x	√
Dr M Adonisi	√	√	√	x	√	x
Mr T Gcabashe	x	x	√	x	x	x
Ms B Simelane	n/a	n/a	n/a	n/a	n/a	√
Ms S Mabusela	n/a	n/a	n/a	n/a	n/a	√
Dr E van Harte	n/a	n/a	n/a	n/a	n/a	√
Ms B Masekela	x	x	x	n/a	n/a	n/a
Mr Nxasane	x	x	x	n/a	n/a	n/a
Ms F Gasa	√	x	n/a	n/a	n/a	n/a

*Key:

n/a Not a member

√ Attended

X Absent with an apology

Governance Structure

3. COMMITTEES OF THE BOARD

There are five sub-committees of the Board to assist in the execution of the Board's responsibilities, namely:

3.1. Management Trustees Committee

This Committee has been constituted by the Deed of Trust and is responsible for the overall management of the Trust and its operation within the legislation governing the work of Trusts and the PFMA.

Management Trustees Committee – Attendance: (Refer to key)

Date	Member			
	General L Moloi	Ms L Callinicos	Dr M Adonisi	Ms H Sebidi
31/05/2005	n/a	√	n/a	√
26/07/2005	n/a	√	n/a	√
19/08/2005	√	√	x	n/a
21/09/2005	√	x	√	n/a
27/10/2005	√	x	√	n/a
27/01/2006	√	√	x	n/a
06/02/2006	√	√	√	n/a

3.2. Audit Committee

The Audit Committee deals with applicable matters as prescribed by the Public Finance Management Act, Act 1 of 1999 and the Treasury Regulations. The Committee controls the final review of the key risks affecting the organisation, approves the annual audit plan and the work of the Internal Auditors. The Committee furthermore reviews the effectiveness of internal controls in the Trust with reference to the findings of both internal and external auditors.

Audit Committee – Attendance: (Refer to key)

Date	Member				
	Dr F Ginwala	Mr I van Niekerk	Prof W Esterhuysen	Mr T Sparks	Mr Dongwana
26/05/2005	n/a	√	√	n/a	√
26/07/2005	n/a	√	√	√	n/a
27/10/2005	√	√	√	x	n/a
08/02/2006	√	√	√	√	n/a

eternal flame

freedom

reflection

sanctuary

amphitheatre

reparation

leaders

moshate

gallery of leaders

memoria

wall of names

wall of names

reparation

edom

honour

sikhumbuto

remembrance

sanctuary

liberatio

sikhumbuto

freedom

wall of names

reflection

gallery of leaders

eration

eternal flame

Governance Structure

3.3. Finance Committee

The Finance Committee was established to provide financial specialist advice to the Board on all financial matters with the view to optimise the financial resources of FPT in all respects.

Finance Committee – Attendance: (Refer to key)

Date	Member		
	Mr T Gcabashe	Dr F Ginwala	Mr I van Niekerk
26/10/2005	√	x	√
19/01/2006	x	√	√

3.4. HR and Remuneration Committee

This Committee provides independent judgement on the Human Resources and Remuneration activities of the Trust.

HR & Remuneration Committee – Attendance: (Refer to key)

Date	Member		
	Prof W Esterhuysen	Dr M Adonisi	Mr M Morobe
27/10/2005	√	√	x
07/02/2006	√	√	x
20/03/2006	√	√	√

3.5. Tender Committee

In terms of the Public Finance Management Act No. 1 of 1999 (as amended), the Trust, established in terms of the Deed of Trust, shall maintain an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost effective (section 76(4)).

This Committee was constituted to provide independent adjudication on the tender activities of The Freedom Park Trust.

Tender Committee – Attendance : (Refer to key)

Date	Member					
	General L Moloi	Mr L van Niekerk	Ms Callinicos	Mr Duiker	Mr Patel	Mr M Kathrada
07/04/2005	n/a	√	x	n/a	n/a	√
08/06/2005	n/a	√	√	n/a	n/a	√
29/06/2005	n/a	√	√	n/a	n/a	x
11/08/2005	n/a	√	√	n/a	n/a	x
11/10/2005	√	√	x	n/a	n/a	n/a
04/11/2005	√	√	√	n/a	n/a	n/a
21/11/2005	√	√	√	n/a	n/a	n/a
09/12/2005	X	√	x	√	√	n/a
06/02/2006	√	√	√	x	√	n/a
29/03/2006	√	√	√	√	x	n/a

4. MANAGEMENT

The Freedom Park Trust management is responsible for the day-to-day affairs and ensures that relevant legislation and regulations are adhered to and that adequate internal financial control systems are in place to provide reasonable certainty in respect of the completeness and accuracy of the accounting records, integrity and the reliability of financial statements and the safeguarding of assets.