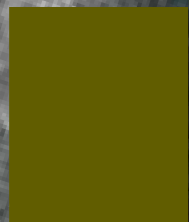
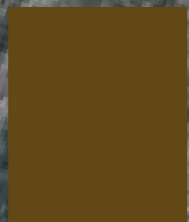
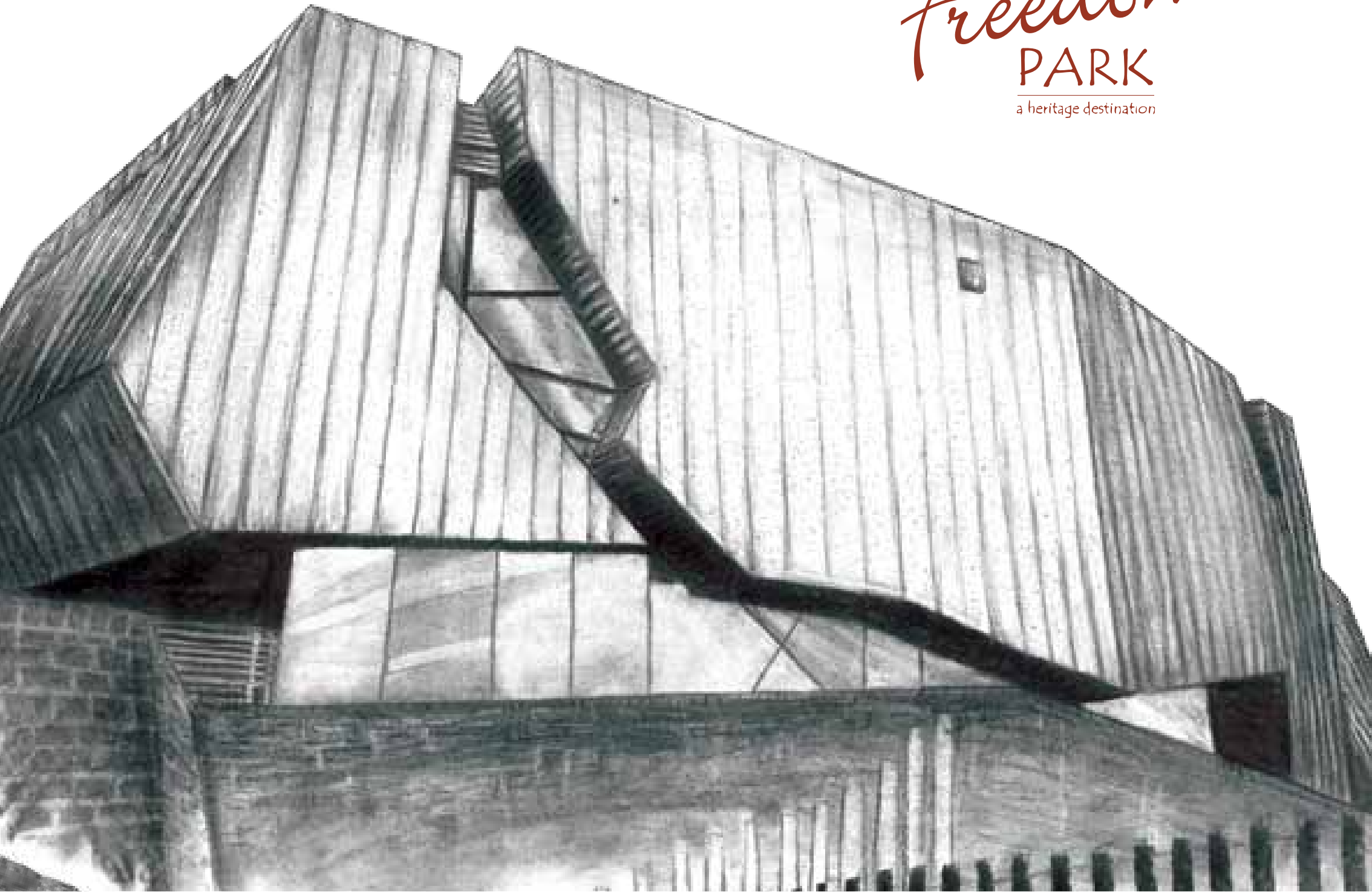


# *Freedom* PARK

a heritage destination



Annual Report  
**2011/2012**

# Vision, Mission, Values and Core Business

## Our vision

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

## Our mission

In aspiring to realise our vision, Freedom Park strives to:

- Provide a pioneering and empowering heritage destination in order to mobilise reconciliation and nation building in our country.
- Reflect upon our past, improving our present and building our future as a united nation.
- Contribute continentally and internationally to the formation of better human understanding among nations and peoples.

## Our values

In carrying out our mandate, Freedom Park values:

- Tolerance and diversity.
- Inclusivity.
- Trust.
- Transparency.
- Accountability.

## Our core business

In enacting our mandate, the nature of Freedom Park's business is to:

- Create 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 acknowledge those that contributed to the freedom of this country.
- Manage Freedom Park as a cultural institution.

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*"The day should not be far off, when we shall have  
a people's shrine, a Freedom Park, where we shall honour  
with all the dignity they deserve, those who endured pain  
so we should experience the joy of freedom."*

Former President Nelson Mandela, 1999

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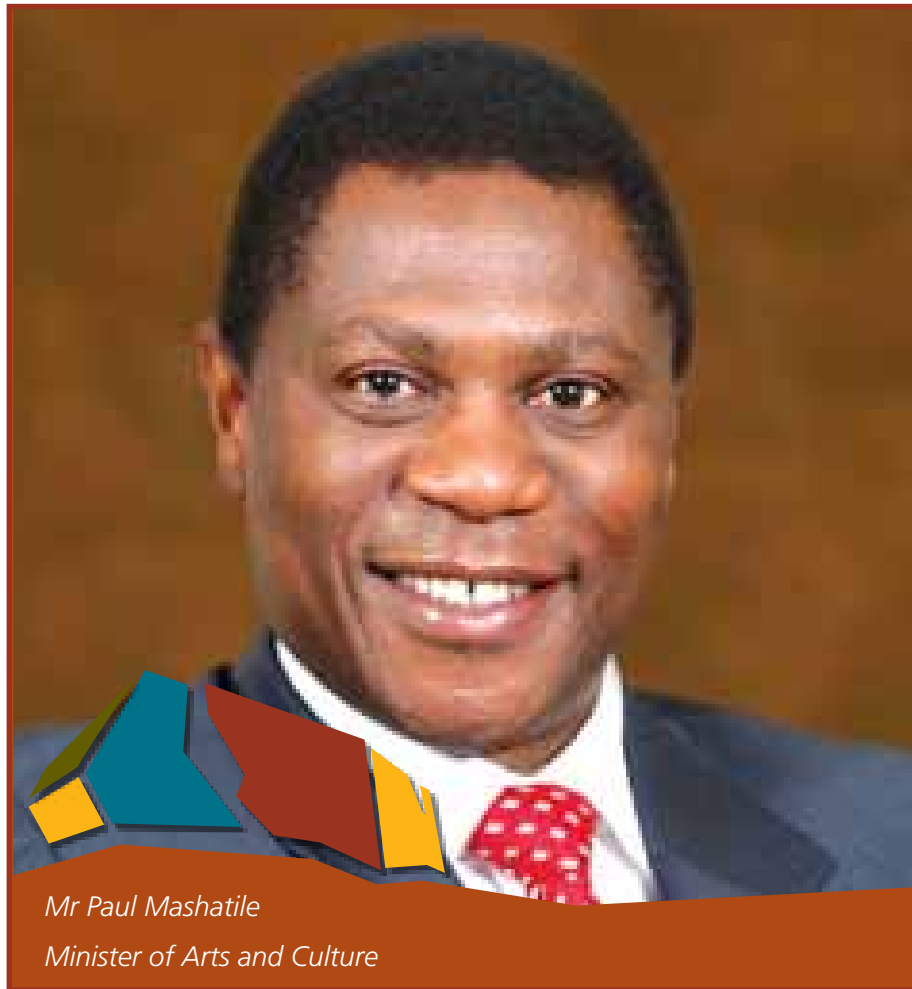
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# Submission of Annual Report

## Presentation of the Freedom Park 2011/2012 Annual Report to the Minister of Arts and Culture



*Mr Paul Mashatile  
Minister of Arts and Culture*

"We must sustain the momentum we have built during the Soccer World Cup 2010 to forge a national identity and promote social cohesion. In order to further strengthen efforts aimed at nation building and promoting social cohesion, the Department of Arts and Culture has begun a process of repositioning the arts, culture and heritage sector as a major contributor to the economic emancipation of the people of South Africa."

*Arts and Culture Budget Vote Speech to the National Assembly,  
1 June 2011*

### Freedom Park Annual Report for the period ended 31 March 2012

In terms of Section 65 of the Public Finance Management Act, 1 of 1999, I have the honour to present to the Minister of Arts and Culture, Mr Paul Mashatile, the Freedom Park Annual Report for the period 1 April 2011 to 31 March 2012.

A handwritten signature in black ink, reading "Edith Morongwa Dikotla". The signature is written in a cursive style and is positioned above a dotted line.

Dr Edith Morongwa Dikotla  
Acting Chairperson  
Freedom Park Council  
31 July 2012

# Legislative Mandate and Profile

*Freedom Park stands proudly as an icon of humanity, freedom and reconciliation that reflects a national consciousness and embraces a common legacy, which binds together all the people of this beautiful land.*

The vision for a Freedom Park was born of the need for symbolic reparation of past conflicts and to showcase our indigenous knowledge systems (IKS) as an expression of reconciliation, social cohesion, national building and Ubuntu. Initiated as a Trust in 2001 and declared a cultural institution in 2009, Freedom Park is South Africa's most ambitious heritage project to date.

As a cultural institution, the Park uniquely encapsulates a memorial that honours those who made the ultimate sacrifice for human rights and a sanctuary that offers forgiveness and healing to dispel the prejudices and myths that have distorted South Africa's cultural heritage for so long. Spread across a 52 ha site atop Salvokop Hill in Pretoria, with a 360° view of the city, Freedom Park represents symbolic reparation for the eight major conflicts in the history of South Africa – the Pre-Colonial Wars, the periods of slavery, genocide and the Wars of Resistance, and the South African War, First World War, Second World War and the Struggle for Liberation.

Purposefully laid out, the multi-faceted precinct creatively combines the architectural aspects with symbols drawn from across the breadth of South African cultures to truly emancipate the African voice. The seven elements of Freedom Park reinterpret and retell a history that began with the geological origins of Southern Africa, 3,6 billion years ago.

*In the quiet voice of the Park that disregards race and nationality, the visitor instinctively finds an internal peace that affirms his humanity and the freedom to pursue his dreams. The voice is filled with hope for a future free of bitterness, hatred, stereotypes and racism and free of the destructive fury of war.*

*Through all time, the voice has dictated that in order for any person to live fully as a human being, solidarity with other human beings is essential – motho ke motho ka batho. Freedom Park will live for all time as a tribute to the unending human quest for a freedom as infinite as time and space.*

A tribute to Freedom Park by former President Thabo Mbeki, 26 June 2008 (paraphrased)

<b>S'khumbuto</b>	A six-part memorial that consists of the: <ul style="list-style-type: none"> <li>• Wall of Names, a massive 700 m long structure with the names of those who died in the eight major conflicts that shaped South Africa</li> <li>• Amphitheatre, Sanctuary and Eternal Flame</li> <li>• Gallery of Leaders, in honour of those who had been pivotal in the struggle for human rights and freedom, and</li> <li>• Semi-circle of 200 Reeds, Freedom Park's most recognisable feature visible from almost anywhere in Pretoria, which signifies the rebirth of South Africa as a united nation.</li> </ul>
<b>Isivivane</b>	A spiritual resting place to commemorate those who gave their lives for freedom and where South Africans can celebrate their shared spirituality and heritage.
<b>Moshate</b>	A hospitality suite for presidential and diplomatic functions.
<b>Uitspanplek</b>	An area where families and visitors can relax.
<b>//hapo (dream)</b>	An interactive narrative and visual exhibition that tells the story of life in Africa dating back 3,6 billion years.
<b>Sentlhaga</b>	An area for children whose parents are visiting other areas of the Park (the area will be opened in the 2012/2013 financial year).
<b>Pan-African Archives</b>	A digital archive of the continent's liberation processes, indigenous knowledge systems and Freedom Park's knowledge database.

Freedom Park is a pioneering and empowering heritage destination with an integrity that is beyond reproach. It gives context to the interconnection between South Africans of all cultures and religions as a place for contemplation, healing and peace – one that contributes to harmony and greater understanding among people.

# //hapo

//hapo forms part of the last phase of Freedom Park. This is the phase that draws all the elements on this 52 hectar site together into a united whole. //hapo is where your journey through Freedom Park starts. Here you are greeted in a distinctly African way and directed to your chosen destination, be it a tour of the entire Park or just a quick visit to one of the elements.

//hapo tells the story of Southern Africa, dating back 3,6 billion years. Our rich and colourful history unfolds in seven epochs or eras, from the story of creation millions of years ago to the present-day issues of reconciliation and nation building we face today.

Within //hapo, the history, culture and spirituality of our region are brought to life as visitors are transported beyond a mere absorption of facts to live and experience the bygone ages. Each story is revealed in layers, creating a sense of wonderment and curiosity. Instead of simply stating the facts, //hapo engages all the senses and thus equips visitors with clues and glimpses to paint a picture of "what it might have been like for me".

Exhibitions, live interpretations, and storytelling spaces have been designed to transform the visitor from a spectator to a participant. By fashioning cultural objects, engaging in one of the performances or telling a story of what happened in the life of a loved one, visitors have the opportunity to leave their own stamp on the history of South Africa.

By offering a front-row seat to the heartbeat of all that is South African, //hapo is a one-stop destination for local and international tourists alike. Those wishing to explore this breathtaking, but often complex country, will find an understanding in the historical, cultural and spiritual resources of South Africa that tells of where we come from as a nation and what shaped us into the people we are today.

//hapo goes beyond the offerings of a traditional museum. For the first time in South African history, there will be a place that celebrates and showcases our achievements as Africans throughout the ages – in the ambits of arts, science, technology and so forth. For too long the accomplishments and triumphs of the African continent has been overlooked, disregarded and ignored. What visitors will learn and experience in //hapo, flies in the face of critics and naysayers, proving once and for all Africa and its people is a force to be reckoned with.

# Earth

## Epoch 1: Earth

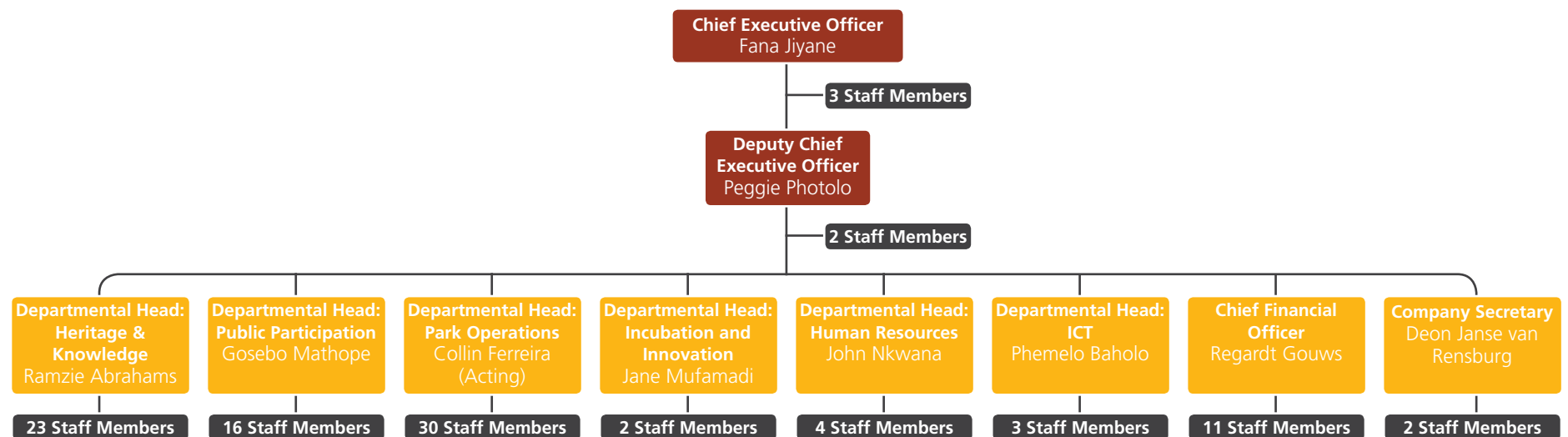
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The Earth epoch explores the beginning of things, tales about how the universe came to be through an African story of creation. Certain societies ascribe creation to a single creator, whilst others credit multiple creators or natural forces. In recent times, the scientific approach to creation grew in popularity. All these different interpretations have evolved to describe and interpret the world we live in. In this epoch, the scientific approach dates back 3,6 billion years ago by exploring the earliest forms of life in the southern point of Africa and the geological origin of the land itself. Africa has some of the oldest rocks on earth and is composed of some of the oldest recorded continental crust.

# Organisational Structure

Freedom Park’s organisational structure consists of ten ‘fit-for-purpose’ departments, which includes the Offices of the Chief Executive Officer and Deputy Chief Executive Officer. The departments are organised according to functions directed at implementing processes to achieve outcomes aligned with Freedom Park’s strategic objectives.

## Freedom Park’s Abridged Organogram



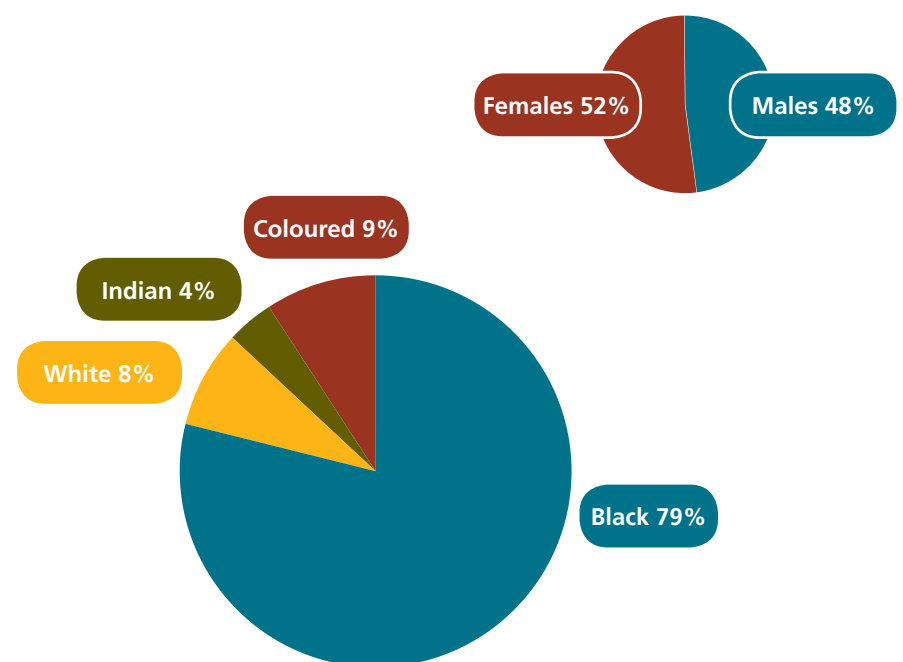
**Figure 1:** Freedom Park’s organisational structure indicating the ten ‘fit-for-purpose’ departments.

As reflected in the organogram, the departments and their related functions are:

Office of the Chief Executive Officer	Formulates and provides strategic direction in consultation with the Freedom Park Council
Office of the Deputy Chief Executive Officer	Co-ordinates the implementation of Freedom Park’s strategic direction
Finance	Manages Freedom Park’s financial resources
Heritage and Knowledge	Manages the curation, education, research and archival aspects of Freedom Park’s heritage resources as a leading cultural institution in South Africa
Incubation and Innovation	Addresses the humane and social aspects of Freedom Park and manages the promotion and preservation of Indigenous Knowledge Systems
Public Participation	Manages organisational communication to create awareness and position and promote Freedom Park
Park Operations	Manages all aspects of facilities and maintenance management as well as security management of Freedom Park
Information and Communication	Provides Freedom Park with Information Management (IM), Information Systems (IS) and Information Technology (IT) services proactively in response to business needs
Human Resources	Manages Freedom Park’s Human Resources needs, including talent management
Company Secretary	Ensures good governance and compliance and provide effective support to Council, management and staff.

The Freedom Park structure consists of 106 positions of which 94% are occupied by Black people, which includes 79% Africans, 9% Coloureds and 4% Indians. White employees represent 4% of the total staff complement. Freedom Park currently employs no staff with disabilities, a situation of which the organisation is mindful and will address going forward.

**Figure 2:** Staff profile per race and gender



The organisation’s staff profile per race and gender is reflected in Figure 2, which shows a breakdown of the various race and gender groups of the people currently employed at Freedom Park.



# Highlights and Achievements

*Freedom Park offers us a new consciousness – one that acknowledges the historical, cultural and spiritual legacy of all South Africans, through all the ages and celebrates our diversity as the foundation of a unified future.*

During the 2011/2012 financial year, Freedom Park's progression along its envisioned trajectory of becoming a leading national and international icon of humanity and freedom has been interspersed with challenges, achievements and rewards in almost equal measure. Our performance that relates to all of these is discussed in this Annual Report. In this section, we take pleasure in sharing some of the many highlights during the past year.

## Heritage and Knowledge

- Researched, validated and formatted 4 160 names across the eight conflicts that shaped South African history for inscription on the Wall of Names.
- Compiled a book on all approved and inscribed names on the Wall of Names for presentation to the South African Presidency and handed to Deputy President Kgalema Motlanthe, who received on behalf of the Presidency.
- Provided content for the storyline of the exhibition at //hapo.
- Conducted 70 educational activities and delivered 78 presentations at institutions of learning throughout the country.
- Established a storytelling sub-unit that uses storytelling as an indigenous way of mediating knowledge and emancipating the African voice, which enriches the //hapo experience and positions Freedom Park as a trendsetter in the application of indigenous knowledge systems.
- Developed the first in a series of educational programmes for Grade 12 learners to support curriculum delivery in schools and promote heritage education.

## Park Operations

- Relocated Freedom Park's administrative offices from the temporary accommodation at NZASM Court buildings (old Transnet offices) to the new Freedom Park administration building with minimum operational interruption.
- Completed the construction of Reconciliation Road between Freedom Park and the Voortrekker Monument in time for the official opening of the road.
- Freedom Park accredited for "high level" VVIP visits and events following an evaluation of the venue for threat and risk by the State Security Agency and security advisors.
- Provided security for a number of high profile visits, such as President Jacob Zuma and other Heads of State and high-level delegations with no incidents.
- Completed the installation of a high-tech, state-of-the-art electronic security system and perimeter fence.

## Incubation and Innovation

- Consulted with stakeholders, including organic intellectuals, to align the //hapo storyline with academic as well as traditional research.
- Interacted with domestic workers, farm workers, youth, teachers and heritage representatives from underprivileged communities in the Western and Southern Cape during their group visit to Freedom Park.

- Engaged with stakeholders to consolidate relations and enter into Memoranda of Understanding (MoU) with peer institutions nationally and abroad.
- Hosted Heritage Day celebrations at Freedom Park jointly with the Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRL) on 23 September 2011.

## Public Participation

- Freedom Park received between 1 500 and 2 000 visitors per month and with gates open to the public on all the major holidays, at times close to 1 000 visitors per day made their way through our gates.
- Close to 200 learners attended workshops on language, culture and heritage, facilitated by Don Mattera at Freedom Park during Youth Month.
- Hosted the State President's official opening of Reconciliation Road (access road between Freedom Park and the Voortrekker Monument) on 16 December 2011 to symbolise social cohesion and reconciliation.
- Celebrated Freedom Day on 27 April 2011 with Christians, Jews, Rastafarians, African traditional faith members, traditional healers and Muslims who conducted their own rituals and prayers, while the Gauteng Premier and Mayor of Sekhukhune handed the names of slain Gauteng MK veterans and those who perished in the Sekhukhune 1958 uprisings to the Deputy President for inscription on the Wall of Names.
- Celebrated Women's Day 2011 by inviting the public to submit stories about extraordinary women whose stories might have been lost to history. Members of the public pinned their stories and photographs in a collage-format onto a board at Freedom Park for possible display in //hapo.

## Information and Communication Technology (ICT)

- Developed an ICT governance framework to effectively and efficiently manage Freedom Park's ICT resources.

## Governance and Human Resources

- Significant reduction in staff turnover rate from 8,9% in the previous year to 1,89%.
- Operated at near full capacity with a vacancy rate of only 1,89% (two positions) at year-end.
- Reduced our carbon footprint by emigrating Freedom Park's performance management system from paper-based to an online electronic system to increase efficiency and eliminate calculation errors.
- Implemented a successful wellness programme which includes weekly communication, workshops on financial health, exercise and Weight Watcher's programmes. Voluntary HIV and AIDS testing and counselling attended by more employees than in previous years, who underwent voluntary testing, as well as general health screening and eye testing.
- Signed a Shareholder's Compact with the Department of Arts and Culture as an agreement between Freedom Park's Executive Authority and the Accounting Authority that reflects the outcomes and output expectations.
- Freedom Park Council attended a workshop on Corporate Governance and the guidelines set out in King III.

# Ancestors



## Epoch 2: Ancestors

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The Ancestors epoch explores the concept of ancestors from both a physical and spiritual perspective. From a physical perspective, it investigates the way in which early humans managed to develop a sense of control over their environment. On another level, there is a recognition of ancestors throughout the ages based on interpretive rationalities, a spiritual component inherent in human beings. This is evident through burial ceremonies and other cultural practices, for instance, the channels that have been created to communicate with those who have departed from this earth.

# Acting Chairperson's Foreword



*Dr Edith Morongwa Dikotla  
Acting Chairperson, Freedom Park Council*

*“If we harness the power and potential of our diversity as a nation, we shall shape our future and make a positive and meaningful impact on the quality of life of the people of our nation and those in the rest of Africa.”*

I take pleasure in introducing Freedom Park's Annual Report for the 2011/2012 financial year. This Annual Report reflects on a period during which a significant milestone – the near-completion of Freedom Park – was achieved. We look forward to the opening of //hapo, the final element to be completed in the Park, in September 2012.

While the opening of //hapo will be a joyous occasion to mark the end of the Park's construction phase, we are cognisant of the fact that our journey as a national heritage destination has just begun. Our focus on establishing Freedom Park will change to one of providing all South Africans with the opportunity to experience the diverse aspects of our history, cultures and spirituality in the interest of reconciliation and national building.

We look forward to Freedom Park's operational phase to transform individual, group and community pain as a result of past conflicts into a shared strength that will propel our nation forward to a shared destiny.

## **A Challenging and Rewarding Year**

As a Council, our activities were dedicated to giving direction and supporting Freedom Park in achieving its vision of becoming a leading national and international icon of humanity and freedom and a national asset that contributes to social cohesion and economic growth. As with any organisation, we experienced a number of challenges, but we regarded them rather as opportunities to produce creative and workable solutions.

## **A New Steersman at the Helm**

We were delighted during the past financial year to welcome Mr Fana Jiyane as the new CEO of Freedom Park who is a dynamic visionary and inspiring new leader. We especially welcome his passion to serve and will to succeed. Mr Jiyane's background in heritage destination management includes seven years at the Cradle of Humankind World Heritage Site and Dinokeng, the last three years as the Chief Executive Officer of both institutions.

## **A New Council**

The three-year term of the Freedom Park Council came to an end on 30 April 2012. As Council members, we have been privileged to be part of turning the dream of a Freedom Park into a reality. I thank all Council members for the firm foundation laid through long hours of dedicated work and especially their enthusiasm and wise counsel during the development phases of the Park. I am pleased to announce the members of the new Freedom Park Council who will take over on 1 May 2012: Adv A M Motimele, Dr E Dikotla, Dr P M Guma, Dr N Ramdhani, Mr S Gounden, Mr V D Mchunu, Mr T Plaatjie, Mr I van Niekerk, Ms D Bogatsu, Prince N Khuzwayo and Prof E L van Harte. I have full confidence in their individual competence and abilities, and together as a Council, to guide Freedom Park with vision, commitment and professionalism along a trajectory of sound governance principles and within the required statutory guidelines. Their contributions will benefit not only the current generation of visitors to Freedom Park, but also those from future generations.

## **In Appreciation**

It would have been impossible for the Freedom Park to achieve what is reported in the following pages without the co-operation of various State Departments, associations, organisations and many interested individuals. This continued support is appreciated by the Council and its staff. I wish to thank the Minister of Arts and Culture, Mr Paul Mashatile MP, for his leadership and guidance during the past year and the management and staff at Freedom Park for their hard work and shared commitment to making the vision of a Freedom Park a reality.

## **The Journey Continues**

Freedom Park will continue to be a constant reminder of our shared heritage, an affirmation of our common identity and a sign post of where we are going as a nation. As the outgoing Council, we wish Freedom Park and all those who participate in its future growth and success, good luck on the exciting road ahead.

Dr Edith Morongwa Dikotla  
Acting Chairperson  
Freedom Park Council  
31 July 2012

# Corporate Governance

*Corporate Governance is concerned with conducting the affairs of an organisation in a proper and ethical manner, to establish and maintain a balance between corporate, economic and social goals and the goals of individuals and the community.*

Fundamental to the establishment of Freedom Park as a sustainable business entity, has been the creation of a governance structure to guide its strategic direction, operational effectiveness, performance measurement and accountability.

## Governance Framework

As a cultural institution, Freedom Park is governed by the Constitution of the Republic of South Africa, 108 of 1996; Cultural Institutions Act, 119 of 1998 (effective from 1 April 2009); National Heritage Resources Act, 25 of 1999; Public Audit Act, 25 of 2004; Public Finance Management Act, 1 of 1999 and related National Treasury Regulations and is aligned with the guidelines of the King III Report on Corporate Governance. Relevant internal reporting and control structures facilitate and monitor the institution's governance process.

## Council Responsibility

The Council is ultimately responsible for the governance of the organisation and entrusted with the duty of ensuring that it operates within statutory guidelines. The Council therefore guides the way in which the organisation conducts its business to ensure that it complies with the law and standards of good practice. This is done to safeguard, account for and ensure the economic, efficient and effective use of the public funds allocated to Freedom Park.

Council members are expected to carry out their fiduciary duties with diligence and prudence, as envisaged in the prescripts of good governance. During the 2011/12 reporting period, the Council consisted of Ms E S Mabusela (Chairperson), Dr E M Dikotla, Mr V Mchunu, Ms N H Mdlalose, Mr B B Mgcina, Mr P R Mnisi, Dr N Ramdhani and Mr I van Niekerk. Ms N H Mdlalose resigned as Council Member on 17 August 2012. The Minister has not filled this position.

## Council Meetings

Member attendance at Council meetings for the 2011/2012 financial year is reflected in Table 1.

**Table 1:** Member attendance at Council meetings for the 2011/2012 financial year

Freedom Park Council member	2011							2012		
	4 Apr	6 Apr	26 May	14 Jul	11 Aug	28 Oct	17 Nov	9 Dec	27 Feb	19 Mar
Dikotla, Dr E M	✘	✘	✓	✓	✓	P	✓	✓	✘	✓
Mabusela, Ms E S	✓	✘	✘	✓	✓	✓	✓	✓	✓	✓
Mchunu, Mr V	✓	✘	✓	✓	✘	✓	✓	✓	✓	✓
Mdlalose, Ms N H	✓	✘	✓	✓	✓	R	R	R	R	R
Mgcina, Mr B B	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mnisi, Mr P R	✓	✘	✘	✘	✘	✘	✓	✘	✓	✘
Ramdhani, Dr N	✓	✘	✘	✓	✓	✘	✓	✘	✓	✘
Van Niekerk, Mr I I	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

CM = Closed meeting; C&M = Council & Management; R = Resigned; P = Proxy.

*"You can't walk alone. Many have given the illusion, but none have really walked alone. Man is not made that way. Each man is bedded in his people, their history, their culture and their values."*

Peter Abrahams in Return from Goli, 1953

## Council Committees

The Council delegated certain responsibilities to a number of standing committees to assist with its duties. The mandates of the committees are reviewed annually and amended where necessary.

## Executive Committee

The Executive Committee consisted of seven Departmental Managers under the Chairmanship of the Acting Chief Executive Officer, Ms P K Pholo until the appointment of the Chief Executive Officer, Mr F Jiyane, in October 2011. Table 2 reflects member attendance at the Executive Committee meetings, which were held on an ad hoc basis.

**Table 2:** Member attendance at Executive Committee meetings for the 2011/2012 financial year

Executive Committee member	2011		
	19 Apr	9 May	2 Nov
Abrahams, Mr R (DHK)	✓	✓	✓
Gouws, Mr R R (CFO)	✓	✓	✓
Jiyane, Mr F (CEO)	N/A	N/A	✓
Nkwana, Mr J (DHR)	✓	✓	✓
Pholo, Ms P (DCEO)	✓	✓	✓
Van Rensburg, Mr D (CG)	✓	✓	✓

## Audit Committee

The Audit Committee consists of at least three members, of which at least two are Council Members.

During the period under review, the majority of the members were of independent non-executive members. The committee met quarterly with ad hoc meetings convened, when required.

The Audit Committee is responsible for monitoring compliance, internal control and risk, as well as the internal and external audit functions and the Annual Financial Statements. Member attendance at meetings during the reporting year, is reflected in Table 3.

**Table 3:** Member attendance at Audit Committee meetings for the 2011/2012 financial year

Audit Committee member	2011			2012
	17 May	2 Aug	3 Nov	22 Feb
Bashir, Ms Z	✓	✓	✓	✓
Fourie, Mr P	✓	✓	✓	✓
Gouws, Mr R R (CFO)	✓	✓	✓	✓
Jiyane, Mr F (CEO)	N/A	N/A	✓	✗
Pholo, Ms P (DCEO)	✓	✓	✓	✓
Seoloane, Mr J	✓	✓	✓	✓
Van Niekerk, Mr I I	✓	✓	✓	✓

## Finance Committee

The Finance Committee consists of at least five voting members, of which at least two are Council members. The Chief Executive Officer and the Deputy Chief Executive Officer of Freedom Park must be members of the Committee. During the reporting period, the tasks of the Finance Committee were taken over by the Audit Committee due to the resignation of a Council Member, who also served as the Chairperson of the Finance Committee.

The functions of the Finance Committee are, inter alia, to review the draft Medium-Term Expenditure Framework (MTEF) for submission to the Department of Arts and Culture, evaluate the final annual MTEF operational and capital budgets and make recommendations for approval to the Freedom Park Council.

One meeting was held during the reporting period before the Finance Committee was taken over by the Audit Committee. Member attendance at the meeting is reflected in Table 4.

**Table 4:** Member attendance at the Finance Committee meeting held for the period 2011/2012

Finance Committee member	19 May 2011
Gouws, Mr R R (CFO)	✓
Jiyane, Mr F (CEO)	N/A
Mdlalose, Ms N H	✓
Pholo, Ms P (DCEO)	✓
Songelwa, Mr V	✗
Van Niekerk, Mr I I	✓

## Human Resource and Remuneration Committee

The Committee consists of at least five voting members, including at least two, but not more than one-third of Council members. The Chief Executive Officer and the Deputy Chief Executive Officer of Freedom Park must be members of the Committee.

The Human Resource and Remuneration Committee is, inter alia, responsible for the approval of the annual Human Resources and Remuneration Plan as presented in the annual budget and considers and approves any amendments to the related budget. The Committee also approves the employment contracts for members of the Executive Management and considers and approves the choice of a Pension/Provident Fund and Medical Aid.

All employee benefit contracts, including those for the Pension/Provident Fund and Medical Aid, are reviewed annually and recommendations made to the Freedom Park Council. In addition, the Committee considers and approves the annual salary increments and performance bonuses for all employees; recommends approval of all human resource and remuneration policies; determines employee performance measurement criteria and approves performance management evaluation tool(s) and evaluation processes. The Human Resource and Remuneration Committee met three times during the period under review. Member attendance at the meeting is reflected in Table 5.

# Corporate Governance (continued)

**Table 5:** Member attendance at Human Resource and Remuneration Committee meetings during the 2011/2012 financial year

Human Resource and Remuneration Committee member	2011		2012
	25 Jul	25 Oct	6 Feb
Dikotla, Dr E M	✓	✓	✓
Gouws, Mr R R (CFO)	✓	✓	✓
Jiyane, Mr F (CEO)	N/A	✓	✗
Mgina, Mr B B	✓	✓	✓
Nkwana, Mr J (DHR)	✓	✓	✓
Photolo, Ms P (DCEO)	✗	✓	✗
Ramdhani, Dr N	✗		✗

## Bid Adjudication Committee

The Bid Adjudication Committee members are appointed by the Freedom Park Council. During the reporting period, the Committee consisted of Freedom Park's Chief Executive Officer, Deputy Chief Executive Officer, Chief Financial Officer and a Council member.

The functions of the Bid Adjudication Committee include approving the procurement of goods or services in excess of R200 000 and considering the award recommendations made by the Evaluation Committee.

The Committee held six meetings during the reporting period. Member attendance at the meetings is reflected in Table 6.

**Table 6:** Member attendance at Bid Adjudication Committee meetings during the 2011/2012 financial period

Bid Adjudication Committee member	2011					2012
	13 May	8 Jun	14 Jul	10 Oct	17 Nov	2 Feb
Gouws, Mr B B (CFO)	✓	✓	✓	✓	✓	Proxy
Jiyane, Mr F (CEO)	N/A	N/A	N/A	✓	✓	✓
Mchunu, Mr V (CM)	✓	✓	✓	Dr Dikotla (Proxy)	Dr Dikotla (Proxy)	✓
Photolo, Ms P P (DCEO)	✓	✓	✓	✓	✓	✓

## Internal Control and Risk Management

The Council is ultimately accountable for governing risk management for the organisation and ensuring compliance with all related legislation and regulations, while management is responsible for developing and implementing measures to mitigate identified risks.

The Council determines Freedom Park's ability to handle risk by reviewing and evaluating the major risks identified and reported by the Deputy Chief Executive Officer and the Audit Committee. The role of internal audit is to examine, evaluate, report and make recommendations to the Audit Committee and the Council regarding the adequacy and efficiency of the institution's risk management process.

Freedom Park uses the Cura risk management programme to measure, analyse and evaluate progress in implementing measures to timely mitigate identified risks. Departments list, quantify and prioritise risk on a monthly basis to update the risk management programme, to prepare detailed mitigating plans and actions and exploit business opportunities. The Deputy Chief Executive Officer and internal audit team evaluate the effectiveness of controls to manage identified risk and formally report to the Audit Committee in this regard.

The Internal Control and Risk Management programme assists management to achieve performance and sustainability targets, identify and exploit business opportunities, ensure legal and regulatory compliance, facilitate effective reporting and prevent the loss or misuse of resources. The Deputy Chief Executive Officer is assisted by the risk officer to implement the risk management programme, which encompasses all significant business risks, including strategic, financial, operational, environmental, information technology (IT)-related and market risks, as well as compliance and general risks.

Freedom Park's information and communication technology (ICT) activities are integral to its risk management approach. The ICT Department tables quarterly ICT risk assessment reports, which are used by the Audit Committee to confirm that appropriate structures, processes and mechanisms are in place to mitigate ICT risk.

The Internal Audit team assists the Council in fulfilling this function. Freedom Park's internal audit process includes ICT audits during normal auditing procedures, while certain ICT risks are audited by external resources and the ICT framework charter continues to be implemented. The Council expressed its confidence in the overall effectiveness of Freedom Park's risk management processes, specifically also for the past financial year.

## Code of Ethics

The Freedom Park Code of Ethics commits Council members, management and employees to the highest standard of conduct. The Code will be reviewed during the forthcoming fiscal period.

The Corporate Governance Department monitors compliance with the Code and infringements are dealt with at management level. Serious contraventions are reported to the Council. Freedom Park's anonymous, dedicated 'hotline' facility remains in place for whistle blowers to report suspected fraud or irregularities.

No significant breaches in ethical conduct were reported during the 2011/2012 financial year.

## Safety, Occupational Health and Environmental Management

Freedom Park's commitment to complying with environmental, health and safety legislation is aligned with the related King III governance guidelines. While major activities at the Park do not pose a significant threat to the environment, management's focus is on complying with the key priorities of existing regulation.

## Sustainability Reporting

Freedom Park is conscious of its social, environmental and economic responsibilities to employees, the broader community and future generations. As such, it attends to three key priorities, namely:

- Managing the risks of providing sustainable long-term benefits to stakeholders, such as Government and the public, with a clear, long-term business strategy at the core of our sustainability strategy.
- Supporting the people who rely on us by providing employees with a stable workplace conducive to their development, productivity and wellness in order to help create a sustainable institution, while empowering and encouraging communities located close to Freedom Park to contribute to society and improve their quality of life.
- Continuing to minimise our impact on the environment by measuring, managing and communicating any impact, as was done during the construction phases at the Park.

## Utilisation of Consultants

The consultants appointed during the reporting period, using the appropriated funds, are reflected in Table 7. Consultants were only used where no capacity existed or staff did not have the time to execute tasks due to other commitments and work pressures.

**Table 7:** Consultants utilised during the 2011/2012 reporting period

Project title	Amount R
Risk management system maintenance	8 979
Payroll system maintenance	12 249
Peromnes remuneration survey	16 302
Climate survey	36 936
Accounting system reporting module and maintenance	69 475
Building management system specifications	19 474
Asset verification consultants	70 737
Faith-based consultants	13 460
IFP seminar consultants	5 575
Strategic/steering committee consultants	15 673
Nursery project consultants	2 982
Western Cape committee consultants	11 825
Bookwriting project consultants	11 527
Names verification committee consultants	6 915
<b>Totals</b>	<b>302 109</b>

## Transformation

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

## Strategic Planning

Freedom Park aligned the forward projections of its annual strategic plan with the rolling three-year MTEF period and annual and quarterly performance targets of the five-year 2012-2017 financial period. The development of the plan, guided by the accounting authority, took cognisance of all the relevant policies, legislation and other mandates for which Freedom Park is responsible. The plan accurately reflected Freedom Park's strategic outcome-focused goals and objectives for the period under review.

Procedures for quarterly reporting to the executive authority were aligned with Treasury regulations to facilitate effective performance monitoring and evaluation and, where necessary, corrective action. The quarterly performance reports were compiled from programme reports and Freedom Park's oversight responsibility in this regard ensured that its predetermined objectives met the requirements of Treasury regulations.

## Going Concern

The Council is responsible for the maintenance of adequate accounting records and preparation of annual financial statements that fairly present the state of affairs of the institution at financial year-end. The Auditor-General is responsible for reporting on these annual financial statements.

The Freedom Park Council outlined standards and implemented internal control systems to cost-effectively reduce the risk of error or loss to meet these responsibilities. The annual financial statements are prepared in accordance with the South African Statements of Generally Accepted Accounting Practice (GAAP) and any interpretations thereof and prescribed Standards of Generally Recognised Accounting Practices (GRAP) as issued by the Accounting Standards Board.

Freedom Park's internal accounting controls, management information and explanations and comments by the Auditor-General based on audit results, support the Council's opinion that the institution's financial records are sufficiently reliable to serve as the basis for preparing the annual financial statements and maintaining accountability for assets and liabilities.

The Council has a reasonable expectation that for the foreseeable future, Freedom Park is adequately resourced to continue operating and therefore adopts the going concern basis in preparing the annual financial statements.

# Report by the Chief Executive Officer



Mr Fana Jiyane  
Chief Executive Officer

*It is a pleasure for me to write this report for the first time as the new CEO of Freedom Park. I would like to thank the former CEO, Dr Serote, for the tremendous contribution he made during his tenure, in particular for being instrumental in the conceptualisation and construction of the Park.*

I would also like to thank the former chairperson of the Freedom Park Council, Mrs Mabusela for giving direction and support to the realisation of the vision of the organisation. This Council, whose term ended in April 2012, has been replaced by the new Council appointed by the Minister of Arts and Culture, Mr Paul Mashatile.

In the six months of my tenure, there have been many challenges but also successes. One of the major achievements has been the accelerated progress towards the completion of //hapo, the interpretive museum, as the last, remaining element of the park. Progress is on track to see works completion by September 2012. This museum will be opened before the end of the third quarter of the next financial year.

Freedom Park has achieved a clean audit for the seventh successive year. Freedom Park has achieved a clean audit. This is an indication of prudent financial management and

good governance. Other highlights of the year include the opening of Reconciliation road between Freedom Park and the Voortrekker Monument, the reconfiguration of the Wall of Names to reflect specific categories of the liberation struggle and handing over of all approved and inscribed names to the Deputy President. Nearly 4 400 names were researched, validated and prepared for inscription on the Wall of Names, while another 1 000 will be verified for inscription by the end of 2012. A story-telling unit with two staff members was established that uses this technique to mediate knowledge and emancipates the African voice.

Relationships were strengthened with external institutions such as the Voortrekker Monument, Western Cape Committee, Iziko Museums, Robben Island, National Heritage Council and South African Heritage Resources Agency, Tshwane Metropolitan Municipality and the Department of Arts and Culture, HSRC, UNISA and Rhodes University.

Now that the construction phase is nearing its end, it is clear that repositioning Freedom Park during the operational phase needs to be a major focus. This will require structural adjustment to the budget and institutional alignment to correct existing distortions. This may have served the institution well during the construction phase, but are not suited to an operating entity that seeks financial sustainability.

## Appreciation

I would like to thank the Minister of Arts and Culture for his encouragement and support and the Freedom Park Council for their wise counsel and guidance. I am appreciative of the commitment shown by Freedom Park's management team and a special word of thanks is due to all members of staff for their dedication and hard work in keeping all the elements of the final construction phase on track as we move towards the opening of //hapo later this year.

## Outlook for the Year Ahead

During the year ahead, we will attend to key strategic activities, including:

- The opening of //hapo, which will mark the completion of the construction activities work, while all outstanding construction of the current phase of Freedom Park will be completed next year.
- The drafting of a new business model for the operational phase to position Freedom Park as the leading heritage destination.
- The establishment of Freedom Park as a knowledge centre with Indigenous Knowledge Systems as its source, to utilise opportunities created by the Department of Higher Education and Training's national strategy for Humanities and Social.

As we look towards the forthcoming year, I am confident that we will continue to work hard and focus on doing what is right.



Mr Fana Jiyana  
Chief Executive Officer  
Freedom Park Council  
31 July 2012