

# Peopling



## Epoch 3: Peopling

---

The Peopling epoch seeks to address the notion of pre-conquest societies in Africa as historical, thus, that as societies, these African societies experienced historical change. Diverse records tell us that communities on the continent evolved their own cultures, languages, spirituality and the means of creating and sustaining life for more than 4 000 years. The Peopling epoch therefore showcases African innovations throughout the ages within the spheres of science, culture and spirituality.

# Key Initiatives

*“We liberated South Africa politically, so that we can relocate ourselves back into the African milieu to play our role on the continent, as we also liberated ourselves economically, culturally and socially. [Freedom Park] compels us to tap into authentic human knowledge and dares us to innovate it, so that we journey through the 21<sup>st</sup> Century – the African and knowledge century – acting for peace, freedom and the sustainability of the universe.”*

Dr Mongane Wally Serote, paraphrased from “Tools, Time and Place: Looking over our Shoulder for Forward Movement”, Freedom Park, 2011

As a cultural institution, Freedom Park acknowledges the contributions of those who fought for freedom and celebrates their quest for equality for all humanity.

The Key Initiatives section in this Annual Report reflects our performance and the results of our work during the 2011/2012 financial year – a year that culminated in the positioning of Freedom Park as a truly unique memorial to the courage, conviction and commitment of those who fought for freedom and a fair and just society for all. It is also a year that has seen the near-completion of the Park’s construction phase and imminent opening in September 2012 of //hapo, an interactive exhibition space where the story of Southern Africa dating back 3,6 billion years, will unfold in narrative and visual form.

The following pages briefly highlight the progress and achievements at Freedom Park as it progresses along the trajectory of realising its vision – that of embracing unity, fellowship and reconciliation in bringing the people of our country together as one nation in a shared future.

*After the night has covered  
the earth. Rouse us from the  
nightmare of forgetfulness*

*So that we may narrate their tales.  
You will see them, the Forefathers,  
by the brightness of the Moon.  
You will see their great processions  
as they enter the mountain!  
Eternally their anthems emerge.*

*How then can we be silent before  
the rising sun? How wonderful!  
We can sing the sacred songs of  
our Forefathers! By our ancient  
epics we are made beautiful.*

Mazisi Kunene, the call to remembrance from  
Emperor Shaka the Great: A Zulu Epic, 1979

# Key Initiatives: Heritage and Knowledge

*Our strengths as an organisation mirror the strengths of our nation in bringing together diverse skills, cultures and perspectives in pursuit of a greater goal – a society that has embraced freedom through fellowship.*

Freedom Park's Heritage and Knowledge Department employs 24 people and is responsible for the curation, education, research and archival aspects of managing the heritage resources of Freedom Park as one of South Africa's leading cultural institutions. The Department has been integral to the conceptualisation and construction of Freedom Park to ensure that the ambiance and ethos of the Park resonate with a national heritage destination that promotes nation building, reconciliation and social cohesion.

## Strategic Objective

Freedom Park is positioning itself as a symbol of national identity.

### Exhibition Development and Production

The intended completion of //hapo on 16 June 2011 could not be realised during the past financial year due to significant procurement challenges and a need to refine the exhibition contents, an inherently time-consuming process.

Contractors were appointed and started with the installation of the permanent exhibition according to the approved design drawing. Critical elements included the installation of lighting that supports conservation specifications, cabinetry, carpentry, audio-visuals, a large steel structure, structural engineering and interactive terminals for all the epochs. This included free-standing and 'plug-and-play' cabinets with the flexibility to change the exhibition, if required.

### Exhibition Contents and Labelling

Freedom Park's Heritage and Knowledge team has been integral in refining contents and ensuring congruence between selected information and storyline focal points. Various media, including museum objects, art installations, archival material, interpretive films, interviews and print material have been carefully selected to tell the 3,6 billion-year story.

Researchers and curators spent a significant amount of time with interpretive film makers to verify the storyline and relevance of objects from museum collections for the storyline. Three contents workshops were held that focused on the six epochs, namely Industrialisation and Urbanisation, Nationalism and Struggle, and Continent and Nation Building. Another key element of //hapo is a series of labels that draws a golden thread through the exhibition. Freedom Park selected a labelling format that accommodates the focus on freedom, Indigenous Knowledge Systems, the Diaspora, the notion of being an African and telling the story of 3,6 billion years, which precluded a 'traditional' or ethnographic museum labelling format. The information on the labels is also based on interviews with people who are conversant with, or have used a specific object or artefact.

### Gallery of Leaders

During the period under review, a total of nine research papers on the biographies of national, continental and international leaders were produced for display in the Gallery of Leaders. Locally, the leaders included Austshmato, King Hintsa, King Sekhukhune I, Walter Sisulu, King Shaka and King Cetshwayo.

The biographies included regional leaders, Hendrik Witbooi, Julius Nyarere and Samora Machael and international leader, Marcus Garvey.

The biographies of Charlotte Maxeke, Ruth First and Sheena Duncan were researched to address the gender balance among leaders in the Gallery, with additional research done on the biographies of leaders of the Democrats, Natal Indian Congress, Youth League, Communist Party of South Africa, Federation of South African Women and the Freedom Charter for possible inclusion in the Gallery.

### S'khumbuto

During the reporting period, 4 160 names across the eight conflicts that shaped South African history were researched, validated and formatted ready for inscription on the Wall of Names. An inscription consultant will be appointed in the forthcoming financial year to complete this task.

A seminar entitled "Understanding the past to nurture social cohesion" was held during April 2011 to discuss the names submitted by the Inkhata Freedom Party (IFP) for inscription on the Wall of Names.

This was followed later that month by the presentation to Deputy President Kgalema Motlanthe of a publication that records all the names inscribed on the Wall, as well as those approved for inscription. Content research for the //hapo interactive exhibition included identifying proverbs, sayings and IKS concepts that support the storyline. The information was verified and presented to the exhibition designers and script writers.

Conference papers were delivered on "Preservation in archives with special reference to the Freedom Park Pan African Archives (PAA)" at the Oral History Association of South Africa (OHASA) Conference in East London on 16 to 19 September 2011, followed a month later by a presentation on "Emancipating the African Voice in Photojournalism: The Life and Experiences of Alf Khumalo during the Struggle for Freedom" at the 8<sup>th</sup> Oral History Conference in North West. An event to commemorate the Mamelodi Massacre was held on 21 November 2011.

### Educational Programmes and Storytelling

Freedom Park conducted 70 educational activities and delivered 78 presentations at institutions of learning throughout the country.

Three storytellers were appointed in new positions in the Heritage and Knowledge Department and developed stories to augment other knowledge mediating methods in the exhibition to educate visitors about South Africa's national identity.

# Key Initiatives: Heritage and Knowledge (continued)

## Records Management

Freedom Park's Records Management Policy was reviewed to address records management and a File Plan was developed and forwarded to the National Archive for approval. The plan will be implemented during the forthcoming financial year.

## The Way Forward

In the year ahead, loan agreements will be finalised with museums from where objects were sourced before the official opening of //hapo during heritage month in September 2012.

A conservation manual will be used to ensure that objects on loan are adequately preserved and conserved. The archival unit will access and catalogue all collected objects and exhibition material as well as keep a manual catalogue up to date as a backup.

The implementation of the electronic catalogue and digitisation had to be deferred to the next financial year, due to a lack of digitisation skills in applying the industry's latest electronic conservation technology.

The educative element is an important part of the //hapo experience and during the year ahead the educators will compile material on //hapo that is aligned with school curricula. The process of testing the lesson plans by inviting schools to Freedom Park is currently ongoing and due for completion in the new financial year.

The forthcoming financial year will also see the declaration of Freedom Park as a heritage site and the inscription of more than 4 000 names on the Wall of Names.

*"Our heritage celebrates our achievements and contributes to redressing past inequities. It educates, it deepens our understanding of society and encourages us to empathise with the experience of others.*

*It facilitates healing and material and symbolic restitution and it promotes new and previously neglected research into our rich oral traditions and customs".*

National Heritage Resources Act, No 25 of 1999 (extract)



# Key Initiatives: Incubation and Innovation

*Discovering new solutions, encouraging innovation, building alliances, expanding the frontiers of knowledge, Freedom Park is the sanctuary from where we journey into tomorrow.*

The Incubation and Innovation Department, with a staff complement of three, is mandated to emancipate the African voice by addressing the humane and social aspects of Freedom Park and ensuring that its activities are located within the Indigenous Knowledge Systems (IKS) framework.

In responding to its strategic objectives, the Department's activities focused mainly on the areas highlighted below.

## Strategic Objective

### Promoting, Protecting and Preserving Indigenous Knowledge Systems (IKS)

Since the inception of Freedom Park, preserving, promoting and protecting IKS has been a key driver in conceptualising and determining the strategic direction of the Park. The main objective is to position IKS as a science and a culture in its own right and use it as a vehicle to emancipate the African voice – locally, throughout Africa and worldwide – and to acknowledge its contribution to world knowledge.

During the year under review, work started on a book entitled "Landscape of Emancipation: The Story of Freedom Park", scheduled for publication in the 2012/2013 financial year. This book follows the release of the first Freedom Park publication "Tools, Time and Place: Looking over our Shoulder for Forward Movement" in 2011.

The current book aims to document the entire progression of the Freedom Park project, from conception to inauguration, and reflect the challenges and lessons learned to serve as a reference for similar future projects, locally and elsewhere in the world. The influence of IKS on the concept, design and architecture of Freedom Park is a specific focus in the publication.

Freedom Park's Incubation and Innovation research team is documenting IKS from various local and foreign communities. The aim is to highlight the knowledge and identity of the people of Africa from their own centered, located, oriented and grounded perspectives. The Department's activities also contributed to knowledge production through five cultural and spiritual research projects, namely:

- The co-existence of western-oriented religious institutions in Africa.
- An analysis of culture and tradition as critical attributes of continental integration.
- Cultural and traditional ritual practices in Africa and the implications for the future.
- The use of traditional music as an instrument to augment IKS.
- The role and influence of social capital in upholding the African calendar.

One of the vehicles used to promote and share information about IKS is the Unit's participation in local and international conferences. During the period under review, papers were presented at the following conferences:

- "Cross-cultural Dilemmas in a Cross-cultural Health Care System", a paper presented at the Walter Sisulu University International Research Conference, held at the International Convention Centre in East London in the Eastern Cape from 17 to 19 August 2011.
- "The Relevance of IKS in the 21<sup>st</sup> Century", a paper presented at the National Health Conference, hosted by the University of Venda at the Karibu Lodge from 12 to 14 September 2011.
- "The Relevance of Traditional Leaders in Current African Democracies", a paper presented at the African Traditional Leadership Conference held in Harare, Zimbabwe, from 28 February to 2 March 2012.

The past year also saw a number of stakeholder consultations, including with organic intellectuals through the Strategic Committee, to develop the storyline of //hapo from the perspective of telling a human story that is affirmed by academic research to complement the storyline for the exhibition in //hapo developed through traditional research.

## Strategic Objective

### Positioning Freedom Park as a Symbol of National Identity

Freedom Park's activities align with this objective and is implemented by both its Public Participation and Incubation and Innovation Departments. While the Public Participation team focuses on planning and implementing events that support the objective, the Incubation and Innovation team is involved in conceptualising events/themes and plays a leading role in facilitating certain aspects, such as during the interfaith prayer meetings.

Our activities during the past year included, among others, interaction with residents from underprivileged communities in the western and southern Cape during a group visit to Freedom Park. The group consisted of domestic workers, farm workers, youth, teachers and representatives from the heritage sector, all of whom had saved money to travel more than 1 000 km for their visit to Freedom Park.

Their commitment and unique gesture will be celebrated in the establishment of a spiritual garden in George in the southern Cape, which will be a place of remembrance where community members can remember their loved ones who died in various conflicts.

In support of the Youth Day celebrations at Freedom Park in 2011, the Incubation and Innovation team facilitated celebrations themed "Youth Celebrating our Heritage" in Cape Town in partnership with the Western Cape Provincial Parliament, District Six Museum and Cape Cultural Collective. The team also consulted with delegates at an interfaith workshop about the performance of rituals and prayers at Freedom Park.

# Key Initiatives: Incubation and Innovation (continued)

## Strategic Objective

### **Mobilising Institutions to Emancipate the African Voice**

Activities geared at achieving this objective included a series of stakeholder engagements. Accompanied by Freedom Park's Chief Executive Officer, these interventions were aimed at consolidating operational relations and entering into mutually beneficial Memoranda of Understanding (MoUs) with peer institutions nationally and abroad.

Freedom Park's existing MoUs with IZIKO Museums, the Robben Island Museum, South African Heritage Resource Agency and the Voortrekker Monument focus on educational programmes, joint projects and cross-marketing. These initiatives will continue in the year ahead.

Collaboration with the Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRL) led to the joint hosting of a Heritage Day celebration at the Park on 23 September 2011. The theme for the event was aligned with the national theme of "Celebrating the Heroes and Heroines of the Liberation Struggle in South Africa".

During the forthcoming financial year, collaboration with potential partners such as the D G Murray Trust will be explored, specifically in the area of leading public innovation and transformation/redress of the past to shape the future through bringing together the rural and urban youth.

## Strategic Objective

### **Managing Freedom Park as a Customer-focused, Financially Sustainable Institution**

Freedom Park, in partnership with the Department of Arts and Culture and the Office of the Deputy President, hosted a Corporate Nexus Cocktail function on 16 March 2012 to build sustainable relations with the corporate sector, government departments and other like-minded stakeholders. The aim was to garner support and financial contributions for Freedom Park to fulfil its role as the country's most important heritage destination.

## The Way Forward

In the year ahead, Freedom Park's Incubation and Innovation Department will continue to create awareness about the relevance and national significance of IKS. A specific focus will be to increasing the number of articles in accredited journals, as well as participating in and presenting academic papers at national and international conferences.

Research during the forthcoming financial year will focus on reconciliation and social cohesion. Five research articles have been commissioned to deal with, among others, how the reflection of Ubuntu within Freedom Park and the concepts of interfaith, multi-faith and the religious community can contribute to reconciliation and nation building.

The book writing project which commenced in 2011, will conclude with a launch event in September 2012, to coincide with the celebration of Heritage month.

The initiative to conclude MoUs will continue, with a focus on academic institutions to enhance Freedom Park's research capacity and output.

# Key Initiatives: Public Participation

*In the knowledge age, communication, rather than assets and resources, is the key to excellence, relevance and competitiveness*

Freedom Park's Public Participation Department, with a team of 17 staff members, provides the institution with a cross-cutting marketing and communication support service. This includes stakeholder communication, outreach initiatives, strategic and administrative fundraising support, visitor services, media liaison, website and Intranet management and multi-stakeholder community, national, regional and local, as well as Freedom Park's own events management. The Department is Freedom Park's brand custodian and manages brand positioning initiatives.

## Strategic Objective

**Positioning Freedom Park in its target markets to contribute towards social cohesion, nation building and reconciliation**

Key highlights that supported the achievement of the Department's strategic objective during the year under review, included the following:

### Guest Relations

During the year under review, Freedom Park received an average of between 1 500 and 2 000 visitors per month, a slight increase from the previous financial year. Priority is given to providing visitors with a positive experience of the Park. Visitors range from those who arrive to tour the Park to potential venue hire clients, academics and researchers looking for sources of information, or stakeholders who arrive for meetings and symposia.

Self-guided tours were introduced during the previous financial year as an alternative to the guided tours three times daily at 09:00, 12:00 and 15:00. Feedback about the self-guided tours resulted in customising visitor offerings to respond to client needs. Freedom Park's gates were open to the public on all the major holidays during the 2011/2012 financial year and visitors could enjoy free tours of the Park on all national holidays. The mainstream media carried invitations to the public to visit the Park on national holidays and at times close to 1 000 visitors per day made their way through the gates.

The Park is open to visitors 365 days per year and the Public Participation team offered protocol and hospitality services during major events, specifically also on public holidays. Freedom Park regularly hosted state visits as it is officially on the itinerary of visiting heads of state to visit the Park to pay homage to those who laid down their lives for freedom and lay a wreath at Isivivane. Dignitaries who visited Freedom Park during the reporting period included leaders from Botswana, Brazil, Togo, Angola and Cuba. Many recorded personal messages of support for Freedom Park in our Presidential/VIP guestbook.

Primary challenges in this area during the year ahead will be the seamless execution of a revised visitor flow process to incorporate the new welcoming plaza at //hapo (main entrance into the precinct) and conducting a tour of the seven epochs and their exhibitions through the building. After visiting //hapo, visitors proceed to S'khumbuto (main element at the Park) with the option of using their dual entry ticket to visit the Voortrekker Monument. Client- and/or sector-specific tours are available to respond to different target market needs.

### Marketing Communication

Freedom Park's complex and interwoven storyline brings together the spirituality, history and culture of a diverse nation to create a heritage destination that is by far the only one in the country and that offers visitors an experience which can be internalised only by visiting the Park.

This ethos defined the 2011/2012 stakeholder relations strategy employed by the Public Participation team to create public awareness and interest and stimulate voluntary visits to and participation in events at Freedom Park.

### Stakeholder Relations

During the reporting period, the Department prioritised building relationships with various stakeholder groups, such as public, like-minded institutions, our executive authority and government in general. The Public Participation team finalised a stakeholder matrix with segmented messages to encourage visits from individuals as well as stakeholder groups.

Stakeholder partnerships facilitated some of our multi-stakeholder events, such as the celebration of Freedom Day in 2011 as a joint initiative with the Presidency, The Department of Arts & Culture, the Gauteng Provincial Government and the South African Defence Force.

We have also built solid relationships with South African Tourism, the Gauteng Tourism Agency and the Department of Tourism, as well as the Department of Basic Education.

### Tourism Partnerships

Tourism was identified as a support sector to strategically position Freedom Park among its target markets by leveraging opportunities through its interaction with the sector. The first such an opportunity was to encourage tour operators to include Freedom Park in their foreign and local visitor itineraries.

The implementation of a tourism marketing strategy resulted in a number of spin-offs, which included a workshop for tour operators in August 2011 attended by tourism representatives, City of Tshwane tourism officials, regulators and the media. The workshop explored ways in which tour operators could increase the frequency of tours and number of visitors to Freedom Park.

A highlight during the past year was the launch of Tourism Month at Freedom Park jointly by the Minister of Tourism, South African Tourism and the Tourism Grading Council. The Sho't Left campaign was announced during the event, which received live coverage on the SABC2 Morning Live Current Affairs television programme.

Stakeholders involved in both Tourism and Heritage Month activities were brought together for the event. In the year ahead, the Department will continue to prioritise tourism marketing with the aim of attracting 100 000 visitors per year once //hapo is open, which is on par with our competitors. Freedom Park has the required capacity to handle the influx of such a number of visitors and the Public Participation team will use the interim period to create an enabling environment for quality tours.

# Key Initiatives: Public Participation (continued)

## Media Relations

The Truth and Reconciliation Commission recommended that a monument be built to honour those who had laid down their lives to bring freedom to all South Africans. Freedom Park stands tall as that monument. An analysis of the media coverage about Freedom Park during the past financial year clearly conveyed this message.

Freedom Park continued to receive positive media coverage through articles generated by the media about interesting developments at Freedom Park as well as media releases from Freedom Park that highlighted issues of public interest. These included issues such as the retirement of Freedom Park's previous CEO as a well-known public figure; the inclusion of IFP names on the Wall of Names; honouring fallen heroes on Freedom Day; and the extraordinary achievement of ordinary women on Reconciliation Day.

A number of media articles also publicised Freedom Park's clean audit record for the past seven years, acknowledging it as a well-managed institution that adhered to strong corporate governance principles. SABC2's Morning Live, which broadcasts from Mondays to Fridays between 06:00 to 08:00, became a strategic media partner. Freedom Park received live coverage for a number of events, including the interfaith session on 27 April 2012, the launch of Tourism Month and the official opening of Reconciliation Road between the Park and the Voortrekker Monument on 16 December 2011. A singularly important media achievement during the past year was the absence of negative media coverage about Freedom Park. Isolated cases of inaccurate reporting such as referring to the retirement of the previous CEO as a resignation were dealt with and communicated to the public.

## Public Relations and Advertising

The Department produced printed marketing material to position Freedom Park and increase awareness within identified target markets to stimulate visitor numbers to the Park. Despite constrained budgets, the Public Participation team delivered quality documentation that included the self-guided tour brochure, an A5 flyer about Freedom Park and Z-fold brochure to promote venue hire among potential clients.

Free advertising supported the publicity about Freedom Park. The Moja Heritage Guide, an authority in heritage tourism, offered Freedom Park a discounted rate, while the newsletter produced by the Department of Arts and Culture periodically carried Freedom Park advertisements. Sawubona, the SAA in-flight magazine, as well as Sud Afrika, a popular German magazine, Insession, a Parliamentary newsletter, and the Public Service Manager provided Freedom Park with free advertising.

Freedom Park's activities generated 610 instances of media coverage during the year under review. This included 391 online placements, 160 radio/TV broadcasts and 59 placements, which translated into a total advertising value equivalent (AVE) of R3 662 562,61 or respectively online R287 316,38 broadcast R2 914 112,38 and print R461 133,85. The overall coverage consisted of 58% positive mentions and 39% neutral, with only 3% negative.

Freedom Park's AVE for the 2011/2012 financial year amounted to R24 million, which justified the need for increase in the marketing budget.

## Outreach Programmes

As a declared national heritage destination, established in terms of the Cultural Institutions Act, No 119 of 1998, Freedom Park should be enjoyed by all South Africans. This underscores the rationale for our outreach programme, which reaches out to South Africans from all walks of life to elevate the relevance and purpose of Freedom Park to the level of a national discourse.

Aligned with Freedom Park's mandate to celebrate national holidays, a number of communities were hosted as guests at Freedom Park. The Public Participation team arranged the logistics for the visits and the events, such as the Freedom Day, Youth Month, Women's Day and National Day of Reconciliation celebrations at Freedom Park.

Close to 200 learners attended a workshop on language, culture and heritage, facilitated by Don Mattera at Freedom Park during Youth Month. He challenged the youth to develop a culture of reading. Freedom Park also participated in the 67 minutes of selfless acts by cleaning a nearby orphanage, while another group of about 200 young people from surrounding communities also participated in the Heritage Day celebrations as part of the Park's outreach programme.

During Arbor Week in 2011, Freedom Park hosted a number of tree-planting ceremonies in Gauteng, Mpumalanga and Limpopo. Activities included introducing Freedom Park to teachers and learners and the planting of trees, which were tagged with Freedom Park labels that carried their scientific names. The schools expressed gratitude and some reciprocated with visits to Freedom Park.

The Department held a two-day expo at the Bosman Street station in Pretoria. The decision to do so was based on Transnet statistics that close to 120 000 rail passengers pass through the station to board trains to various parts of the country. Freedom Park representatives interacted directly with young people, most of whom showed an interest in visiting the Park. The feedback confirmed the need to continue with marketing initiatives in the year ahead.

Communities from Soweto, Laudium, Mabopane, Winterveldt and Mamelodi were invited by President Jacob Zuma to attend the 2011 National Day of Reconciliation celebration in the Park's amphitheatre, which seats approximately 1 000 people. The President delivered the keynote address at the event.

Freedom Park also exhibited at the University of Pretoria's International Students' Day; participated in the Indigenous Knowledge Systems (IKS) expo in Mahikeng; exhibited at the National Heritage Day event in Ermelo; during the Community Faire with the Salvokop community; and during the Rwandan Embassy's commemoration of the Rwandan Massacre held in March 2012. Exhibition activities had to be curbed due to budget constraints.

During the forthcoming year, the outreach plan will be reviewed to support organisational events and collaborate with Freedom Park's education and curating units to plan a mobile exhibition that can be taken to communities in rural areas.



## Events Coordination

Freedom Park hosted a number of events to foster social cohesion by bringing together South Africans of different creeds, political beliefs and religious inclinations to interrogate issues of heritage, culture and nation building. The events, themes and stakeholders and media participation, reflected in Table 8, all contributed directly towards Freedom Park's core mission as a cultural institution.

**Table 8:** Events hosted at Freedom Park during the 2011/2012 financial year

Event	Theme	Stakeholders	Participation	Media
IFP Seminar	Inclusion of IFP names on Wall of Names	Academics Verification Committee	Representatives of political parties	Substantial
Freedom Day	Collection of names	Sekhukhune Community Gauteng Military Veterans	Public Religious and political leaders	Substantial
Youth Month	Inculcate a culture of reading	Don Mattera Young people	Youth from Pretoria orphanages	Substantial
Women's Day	Honouring women	Invited South Africans	Individuals brought mementos	Substantial
ANC Women's League	Honouring Ms Shope	Women, political leaders, public	Gauteng Provincial Legislature	Substantial
Heritage Day	Celebrating heritage	CRL Commission	Communities	Radio 702 live broadcast
Tourism Month launch	Domestic tourism	Department of Tourism	Public Tourism partners	Substantial
Mamelodi 13	Repatriation of remains	Mamelodi 13 Committee	Mamelodi community	Moderate
National Day of Reconciliation	National reconciliation	National Government	Gauteng communities	Exceptional
Nelson Mandela Day	Community involvement	Salvokop orphanages	Freedom Park	Negligible
Car race	Leisure	British sports vehicle maker	Car enthusiasts	Substantial

## Web Management and Internal Communication

Freedom Park's website and Intranet enable the institution to share information with the public and internal staff, respectively. During the reporting period, the website visits increased to 169 773 for the period July 2011 to March 2012.

The website URL [www.freedompark.co.za](http://www.freedompark.co.za) is marketed on all promotional and business-related material. The Department introduced a social media strategy with the addition of social platforms such as Flickr, YouTube, Facebook, Twitter and LinkedIn linked to the website. This facilitates the Park's communication with users of these platforms, which during the reporting period generated 78 'likes' on Facebook and 96 tweets, created 80 followers on Twitter and 35 following the Park's tweets, while 8 videos were uploaded to YouTube and 11 albums on the Flickr photo stream. These traffic statistics are currently moderate, but new software will be installed for the opening of //hapo in the year ahead, which will track users online. Going forward, we expect an increase in activity on Freedom Park's website once all the elements at the Park are fully operational. Due to licence issues, Freedom Park could not track or count the number of users through the platforms indicated above. These issues will be resolved in the year ahead.

In addition to the Intranet, Freedom Park's communication mechanisms, such as its monthly electronic newsletter, eNews, strive to keep employees and stakeholders abreast of developments at the Park. During the past year, a market research survey was undertaken to better understand our target markets, competition and the trends that affect our business. The recommendations were used to reposition and customise product offerings to clients.

## The Way Forward

Marketing and communication will undoubtedly continue to play an important role in supporting Freedom Park in the achievement of its goals and objectives as it continually seeks to update South Africans about the developments that commemorate our fractured past and reconciled future. A strategic decision was taken to fully resource the Public Participation Department to respond optimally to Freedom Park's marketing and communication needs in the year ahead. To that end, the department is likely to be renamed the Marketing Department to better reflect the work it does and eliminate confusion among members of the public.

A financial investment in marketing and resources are required to effectively position Freedom Park among all its stakeholder groups through the country. Freedom Park will partner with the SABC to launch a national awareness campaign early in the forthcoming financial year in preparation for the grand opening of //hapo. This will coincide with the handing over of Freedom Park to the executive authority (Minister and Freedom Park Council). At the time, the executive authority will invite the head of the state to declare Freedom Park fully operational and open for business.



## Epoch 4: Resistance and Colonisation

---

The Resistance and Colonisation epoch tells the story of the major historical forces that gave birth to modern South Africa. The arrival of the colonialists in the mid to late 1400s brought with it a way of life that would change the relationship of African people with their land and cultures. Colonialism brought about forms of subjugation, separation and exploitation that ignited a fierce resistance struggle that took on many forms, eventually leading to the demise of the apartheid state.

# Key Initiatives: Park Operations

*Our greater goal is to help South Africa take its rightful place on the world stage as a nation united in freedom and fellowship.*

The focus of the Park Operations Department, with its 31 employees, is on security management, facilities and maintenance and support services, while its activities are aimed at ensuring full functionality of all elements of Freedom Park at all times.

## Strategic Objective

Managing Freedom Park as a customer-focused, financially sustainable cultural institution.

Park Operations has as its objective to ensure that Freedom Park's operational requirements are planned and effectively implemented to ensure that visitors' experiences are impressionable and memorable.

## Security Management

During the period under review, no major incidents impacted on the Park's operations, work environment or within the Park grounds. A major highlight was the meetings with State Security Agency and Security Advisors for Threat and Risk Assessment at Freedom Park and the resulting accreditation of the Park for "high level" VVIP visits and events.

The Parks Operations unit provided security for a number of high profile visits, such as President Jacob Zuma and other Heads of State and high-level delegations. Security Policies, Guidelines and Procedures were developed and are being maintained as set out by the State Security Agency, SAPS and Private Security Industry Regulatory Authority (PSIRA). Freedom Park completed the installation of a high-tech, state-of-the-art electronic security system with CCTV cameras and alarms that cover the perimeter fence, //hapo Control Room and the internal and external areas of the //hapo and Administration block buildings.

During the reporting year, Freedom Park also implemented the administration and management of the Park's Occupational Health and Safety (OHS) programme and started with OHS and first-aid training for all health and safety representatives at Freedom Park. An OHS Risk Assessment and Audit was conducted and Freedom Park was issued with a Health and Safety Compliance Certificate.

Attempted break-ins and thefts around the perimeter fence have been reduced significantly due to the effectiveness of the installation of the new electric perimeter fence, CCTV cameras and alarm systems.

## Maintenance and Facilities Management

The construction of the Administration building was completed in August 2011, while Freedom Park oversaw the achievement of the practical completion of the Administration block and //hapo buildings on 8 September 2011 and works completion on 14 December 2011. During the period under review, maintenance and facilities management activities ensured the continued functionality of the Park. Maintenance challenges include the scarcity of electrical replacement parts within the Pretoria area and limited access for maintenance vehicles to certain areas of the Park.

Maintenance service providers were appointed to service and maintain the air conditioning, landscaping and the Park's general electrical infrastructure, Eternal Flame and pump station, which include the water feature pumps. Challenges with the Reed lights have been investigated and solutions will be implemented in the new financial year.

Service providers were also involved in planning future maintenance and support services for the newly completed //hapo and Administration block buildings.

In addition, staff were successfully relocated from the temporary premises at the NZASM Court buildings (old Transnet offices), while the receipt of all operational equipment for the new Administration block building, from the consultants and transition from a construction project to an operational building were completed successfully.

Other major projects included the construction of Reconciliation Road, which links Freedom Park and the Voortrekker Monument.

## The Way Forward

Freedom Park will continue to implement security at the Park to minimise the impact of major incidents that pose a threat to the staff, visitors, clients and assets. In the year ahead, the final integration of the physical and technological security systems between S'khumbuto, the //hapo Control Room and internal and external areas, Administration block building and perimeter fence will be implemented.

Priority will be given to ensuring that all elements within the Park, including the maintenance of the Reed lights, remain fully functional at all times. Following the completion of //hapo and the Administration building, the final planning for the opening of //hapo is well underway. Projects due for completion in the year ahead include the retail services for the restaurant, coffee shop, gift and book shop and staff canteen. Signage and operational fit-out at the Park, as well as the Welcoming Wall Plaza will also be completed. Plans going forward also include the upgrading of Moshate to a full conference facility.



# Key Initiatives: Information and Communication Technology

*Combining leading-edge technologies and creative energies in the quest to provide real-world, sustainable solutions to everyday business challenges*

The ICT Department, which employs four people, supports the efficient and cost-effective achievement of the institution's strategic objectives by managing the proactive provision of Information Management (IM), Information Systems (IS) and Information Technology (IT) services in response to business needs.

## Sound and Stable Technology Infrastructure

Critically, the Department ensures that Freedom Park's essential technology infrastructure is adequate and stable and appropriate systems and processes are developed to harvest and disseminate knowledge securely for the organisation from local and international sources. During the period under review, the ICT team provided Freedom Park with continuous sustained IT support services and acquired ICT systems and solutions as planned for the Park to operate effectively.

The implementation of Freedom Park's ICT strategy, with its related costs and risks mitigation, and achievement of ICT goals that support organisational objectives, continued apace to prepare the institution for its operational phase and future success. An ICT governance framework to manage Freedom Park's ICT resources was developed and submitted for adoption by the Council.

## Customer Satisfaction

The management of IT services is ongoing with a focus on meeting all service level requirements (internally and between Bytes Technologies, the co-sourced partner, and Freedom Park) to continuously improve customer satisfaction. The ICT team also implemented a network monitoring system (WhatsUp Gold) to monitor and measure the availability of all ICT services and enable accurate reporting on availability (currently 98%).

## Key Operational Systems

The procurement of the following operational systems is at an advanced stage and implementation should commence in the forthcoming financial year:

- Building Management System (BMS), a computer-based control system that will automate assets management and maintenance, specifically of Freedom Park's facilities and buildings. The system will be installed in buildings to control and monitor the mechanical and electrical equipment in the building, such as ventilation, lighting and the power, fire and security systems.
- Ticketing and revenue management system that will control admission and access to the Park and provide revenue management services.
- Multimedia Content Management System (CMS) to manage Freedom Park's information repository. The system will automatically and systematically manage documents, records, audio-visual collections and assets. It indexes and catalogues the digital collections, ingests analogue material to digital formats and provides storage and disaster recovery for all contents.

The installation of the key exhibition systems, such as the interactive, touch-technology terminals at //hapo, audio-visual network and control systems is currently underway. The terminals contain an interactive spatial map of the entire Freedom Park area and exhibition space to provide visitors with a précis of each exhibition area and the concept that informs it.

The audio-visual infrastructure will be used to render the exhibition at //hapo. This is a complete system that caters for projection (the exhibition requires extensive projection with video and audio playback), solid-state players to deliver video and audio content, audio reproduction, the exhibition control system (arguably the most complex aspect of the exhibition) and cabling systems (the fibre cable network runs throughout the exhibition).

Several projects were initiated to modernise and expand the technology infrastructure at the intermediary phase of the park. The consolidation of the network infrastructure for all the phases of the Park will be finalised in the new financial year. The installation of the high capacity fibre link will link all the phases across the Park, including the museum.

The ICT Department also acquired a large, all-weather outdoor display screen (8 m x 6 m), which will be installed at the amphitheatre early in the next reporting cycle. The screen will be used for large events at the Park and could also be hired out for viewing multimedia content, such as films.

## The Way Forward

The ICT team will procure and install the technical infrastructure, such as ingestion suites, recording studios, digitisation and multimedia labs, audio-visual playback facilities and fixed-wireless internet services for visitors when the concept for the Pan-African Archives (PAA) has been finalised.

These platforms will be completed in the next financial year to primarily support the management and distribution of Freedom Park's multimedia content – the artefacts collection and archives – and digitisation needs.

All the ICT systems at Freedom Park will be consolidated onto a single service platform to provide users with a uniform, efficient and effective service. The intermediary phase, //hapo, exhibition platform and security infrastructure will be linked to the current ICT infrastructure support systems operated from the Administration building and off-site recovery facility in Midrand.

Priority will also be given to ensure that the ICT strategy and governance frameworks are adopted and an approved budget, as the primary foundation for implementation, is in place.



# Key Initiatives: Human Resources

*Whatever the challenge, the people of Freedom Park are making a difference, making their vision of a better tomorrow come alive.*

Freedom Park's Human Resources Department, with a five-member team, manages the cross-cutting human resources support function to ensure that the organisation has the capacity, competence and capabilities to achieve its strategic objectives. The Department serves the entire organisation as a strategic partner in developing and delivering innovative human resource programmes to attract, engage and retain skilled and knowledgeable people, according to industry standards.

## Strategic Objective

### Positioning Freedom Park as a 'first-choice' employer

Freedom Park's Human Resources Department manages the cross-cutting human resources support function to ensure that the organisation has the capacity, competence and capabilities to achieve its strategic objectives. The Department serves the entire organisation as a strategic partner in developing and delivering innovative human resource programmes to attract, engage and retain skilled and knowledgeable people, according to industry standards.

Freedom Park's multi-pronged human resource strategy encapsulates nine practice areas, with interventions and programmes that focus mainly on nine strategic focus areas:

• Payroll and rewards administration	Meet legislative and organisational requirements
• Organisational development	Improve organisational effectiveness and efficiency
• Performance management	Align individual activities with organisational goals
• Management Information System	HR MIS supports organisational requirements
• Recruitment	Attract and retain talent
• Employee relations management	Create an environment for optimal performance
• Scarce and critical skills	Retain competent and talented employees
• Employee wellness	Take care of employee well-being
• Human resource policies	Legal compliance and organisational requirements

During the year under review, a number of highlights resulted from initiatives implemented in each of the strategic focus areas, as briefly indicated here.

## Improved Compensation and Benefits Management

During the 2011/2012 fiscal year, Human Resources executed accurate payrolls, on time and before deadlines, and in compliance with all applicable legislation and organisational requirements.

Freedom Park commissioned a review of the major medical aid schemes nationally to identify the most cost-effective and best-suited scheme for its employees. The review formed part of an initiative to improve employee benefits without increasing costs disproportionately by involving them in the decision-making process. A tender was advertised for a service supplier to manage the administration, risk and investment of Freedom Park's retirement fund portfolio. At the time of reporting, the Bid Evaluation Committee's recommendation had been submitted to the Bid Adjudication Committee to select the new service provider after Freedom Park had been in the hands of the Momentum Funds At Work Umbrella Fund for 11 years.

## Improved Working Conditions

The Department conducted an employee climate survey to assess the state of the organisation overall and identify development measures to improve organisational wellbeing and productivity. The survey covered twelve carefully selected dimensions that ranged from organisational vision, mission and values, to leadership, ethics and co-worker relations, all of which served to determine Freedom Park's overall health as an organisation.

The results were overwhelmingly positive. Firstly, the 97% plus response rate indicated a major commitment among employees to contribute to improving the organisation. Secondly, concerns were raised in only three of the twelve dimensions measured, which was a remarkable achievement.

The problem areas identified were ethics, communication and employees' opinion of top management. Aligned with management's commitment to making Freedom Park an employer of choice and creating a pleasant work environment, the Management Committee approved an action plan to address the identified issues and improve employee engagement, retention and productivity. An external facilitator led focus group sessions to verify the issues of concern in the three areas, source information about interventions required to address the issues and ensure ownership of solutions and buy-in and lastly, implement goal-directed interventions to resolve the problems. A follow-up survey will be conducted towards the end of the new financial year to assess the impact of the proposed interventions.

## Employee Alignment with Strategic Goals and Objectives

Freedom Park's ability to deliver against strategic objectives and fulfill its mandate is linked directly to optimal employee performance with a focus on organisational priorities that contribute towards goal attainment.

To that end, the Department conducted a workshop for management and staff that linked performance management with Freedom Park's strategic planning process to align employee performance with the organisation's strategic goals and objectives. This was followed by a staff breakaway workshop during which presentations focused on the relationship between the Department's operational plans, MTEF and individual work plans, as well as the links between individual activities and organisational objectives as aligned with Government's national priorities.

The purpose was to align employee input with strategic output. The process culminated in the development of individual work plans which are directly linked to the Annual Performance Plan which collectively constitutes the operational plan of the organisation and a basis for managing employee performance.

## Human Resource Management Information System

The Department's implementation of a Management Information System (MIS) for Human Resources during the period under review enhanced the functionality of the employee self-service (ESS) performance management system. The ability of employees and line managers to complete employee appraisals on line, also impacts positively on Freedom Park's carbon footprint by completely eliminating the need for paperwork in this regard.

# Key Initiatives: Human Resources (continued)

## Recruiting and Retaining Scarce and Critical Skills

During the reporting period, the Department recruited suitably qualified candidates for vacant positions throughout the organisation to ensure that Freedom Park acquired the human resources needed to carry out its functions without capacity constraints. The recruitment of staff with scarce and critical skills included the appointment of Freedom Park's Chief Executive Officer who commenced service in October 2011, following the retirement of the previous incumbent. In total, 8 (2011: 18) appointments were made, while two (2011: 9) employees resigned. These appointments were regarded as a major achievement as the scramble for talent, especially in the heritage sector, had reached unparalleled proportions. Due to these appointments, Freedom Park operated in near full capacity. At financial yearend, only one vacancy remained out of a total of 107 approved positions. The overall staff turnover rate of 1.89% (2011: 8.3%) included staff with scarce and critical skills, notably the Webmaster. A suitable replacement was found from the external labour market.

## Effective Employee Relations and Conflict Management to Optimise Performance

Similar to most employers nationwide, Freedom Park has granted organisational rights to a registered union to represent employees on conditions of employment and other matters of mutual interest. During the year under review, substantive changes to the terms and conditions of Freedom Park's employment contract were negotiated with the union and concluded without any acrimonious interaction, which often typifies such negotiations. The negotiations were handled in a transparent, professional and mature manner which led to an agreement for a fair and reasonable annual salary increment concluded within the designated annual timeline for implementation without the need for backdating. The successful negotiations resulted from an investment by both Freedom Park's management and the union in building and nurturing a relationship based on mutual respect, openness and trust.

## Labour Relations

Similar to most employers nationwide, Freedom Park has granted organisational rights to a registered Union to represent employees on conditions of employment and other matters of mutual interest. During the year under review, substantive changes to the terms and conditions of Freedom Park's employment contract were negotiated with the Union and concluded without any acrimonious interaction, which often typifies such negotiations. The negotiations were handled in a transparent, professional and mature manner and concluded with an agreement to fair and reasonable annual salary increment within the designated annual timeline for implementation without the need for backdating. The successful negotiations resulted from a relationship based on mutual respect, openness and trust between Freedom Park's management and the Union.

## Training and Development

Freedom Park acknowledges human resource development as a key to creating the competence that builds a strong and versatile workforce geared towards superior performance. Training is seen as a tool for creating a supply of talent and cultivating skills from within by preparing employees for challenging assignments and upward mobility. Such training consists of structured, but flexible developmental plans that incorporate individual and group learning activities. Freedom Park also ascribes to empowering employees with knowledge and believes that in doing so it will be easier to retain employees who demonstrate the qualities and attributes essential for driving success.

During the year under review a total of 20 (2011: 34) employees benefited from bursaries for academic studies and skills training and 48 (2011: 15) from work-related seminars and workshops.

The cost to company for staff training for the 2011/2012 financial year amounted to R390 864. Given Freedom Park's financial constraints, while seemingly small, this amount was not insignificant. Freedom Park also signed a Memorandum of Agreement with the Gauteng Provincial Department of Tourism for fifteen young people from its sponsored internship programme to undertake a 12-month experiential learning internship at the institution.

## Employee Wellness and Wellbeing

Freedom Park is committed to becoming an employer of choice by creating a working environment that attracts and retains talent and facilitates high levels of productivity. At the same time, the institution acknowledges that productivity is a function of both the physical and mental wellbeing of a total person and uses a 720 degree approach to recognise employees as individuals whose productivity is influenced by that person's state of mind and wellbeing.

Guided by that philosophy, Freedom Park's Employee Assistance Programme again hosted a series of events to promote the wellbeing of its employees. The most notable of these was a successful wellness day to improve the overall awareness among employees of the importance of being healthy.

In total 73, or 69.52%, of the 105 employees at Freedom Park participated in the event, which included voluntary HIV and AIDS testing and counselling. A larger number of employees, compared to previous years, underwent voluntary testing, and participated in general health screening, the Weight Watchers' programme and an eye testing procedure. An e-mail communication campaign preceded and followed the wellness day and continued throughout the year, providing employees with information about pertinent topics such as health and financial management.

These programmes all contributed significantly towards the positive spirit and high morale that prevailed in the organisation during the past year. This positive spirit filtered into other areas, such as enhanced employee relations which manifested in the conclusion of the collective bargaining process during the past year.

## Review of Human Resource Policies

During the past year, Freedom Park's human resource policies were reviewed to align them with legislative and best practice updates in a process that included employee consultation. Other policies reviewed, included the Overtime Policy, Policy on Appointment in Acting Capacity, Human Resources Development Policy, Grievance Policy and Procedure, Disciplinary Code and Procedure, Salary Advance Policy, Employee Assistance Policy, Sexual Harassment Policy, Recruitment Policy, Remuneration Policy and the Leave Policy.

The latter three are still at the approval stage, while new policies developed during the reporting year included the Substance Abuse Policy and Smoking Guidelines.

## Performance Review

The tables below reflect the activities, costs, outcomes and achievements of Freedom Park's Human Resources Department for the 2011/2012 financial year. Service delivery: Expenditure.

**Table 9.1:** Personnel costs by programme for the period ended 31 March 2012

Programme	Total expenditure (R)	Personnel expenditure (R)	Training expenditure (R)	Professional and special services (R)	Personnel cost as a percentage of total expenditure	Average personnel cost per employee (R)
Job Skills Training	269 362	-	269 362	-	0.66	2 541
Study Assistance Bursary	121 502	-	121 502	-	0.30	1 146
Employee Welfare	33 058	33 058	-	-	0.08	312
Employee Expenditure	40 422 306	40 422 306	-	-	98.96	381 343
Consultant Services	65 487	-	-	65 487	0.16	618
<b>Total</b>	<b>40 846 228</b>	<b>40 455 364</b>	<b>390 864</b>	<b>65 487</b>	<b>100</b>	<b>385 342</b>

**Table 9.2:** Salaries, overtime, home owner's allowance and medical assistance by salary bands for the 2011/2012 financial year

Salary bands	Salaries		Overtime		Home owner's allowance		Medical assistance	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical assistance as a % of personnel cost
P1	0	0	0	0	0.00	0	0.00	0
P2	655 061	1.62	0	0	0.00	0	0.00	0
P3	1 493 537	3.69	0	0	0.00	0	0.00	0
P4	861 830	2.13	0	0	0.00	0	0.00	0
P5	4 868 094	12.04	0	0	0.00	0	0.00	0
P6	2 859 780	7.07	0	0	0.00	0	0.00	0
P7	9 318 873	23.05	0	0	0.00	0	0.00	0
P8	4 475 374	11.07	13 553	0.30	0.00	0	0.00	0
P9	3 705 565	9.17	0	0	0.00	0	0.00	0
P10	5 208 251	12.88	52 340	1.00	0.00	0	0.00	0
P11	2 195 907	5.43	0	0	0.00	0	0.00	0
P12	0	0	0	0	0.00	0	0.00	0
P13	940 739	2.33	9 427	1.00	0.00	0	0.00	0
P14	1 495 620	3.70	160 236	10.71	0.00	0	0.00	0
P15	0	0	0	0	0.00	0	0.00	0
P16	1 887 732	4.67	83 644	4.43	0.00	0	0.00	0
P17	455 943	1.13	11 146	2.44	0.00	0	0.00	0
P18	0	0	0	0	0.00	0	0.00	0
P19	0	0	0	0	0.00	0	0.00	0
<b>Total</b>	<b>40 422 306</b>	<b>100</b>	<b>330 346</b>	<b>19.90</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>

## Leave Utilisation for the Period 1 April 2011 to 31 March 2012

**Table 10.1:** Sick leave for the period 1 April 2011 to 31 March 2012

Salary band	Total days taken	% days with medical certification	Number of employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated cost (R'000)
Lower skilled (P13 to P19)	200	100	28	90.32	7.14	57 674
Skilled (P10 to 12)	99	100	16	61.54	6.19	108 417
Highly skilled production (P7 to P9)	182	100	28	75.68	6.5	209 097
Highly skilled supervision (P5 to P6)	60	100	7	70.00	8.6	121 763
Senior management (P1 to P4)	3	100	2	66.67	1.5	33 203
<b>Total</b>	<b>544</b>	<b>100</b>	<b>81</b>	<b>76.4</b>	<b>6.72</b>	<b>530 154</b>

**Table 10.2:** Annual leave for the period 1 April 2011 to 31 March 2012

Salary bands	Total days taken	Average per employee
Lower skilled (P13 to P19)	669	21.58
Skilled (P10 to 12)	431	16.58
Highly skilled production (P7 to P9)	698	18.86
Highly skilled supervision (P5 to P6)	175	17.50
Senior management (P1 to P4)	57	19.0
<b>Total</b>	<b>2 030</b>	<b>93.52</b>

**Table 10.3:** Leave payouts for the period 1 April 2011 to 31 March 2012

Reason for leave payouts for 2011/2012	Total amount (R'000)	Average number of days taken per employee	Average capped leave per employee as at 31 December 2011
Payouts due to non-utilisation of leave for the previous cycle	82 436	7	0
Capped payouts on service termination	0	0	0
Current payouts on service termination	18 256	18	0
<b>Total</b>	<b>100 692</b>	<b>25</b>	<b>0</b>

# Key Initiatives: Human Resources (continued)

## Employment and Vacancies

**Table 11.1:** Employment and vacancies by salary bands as at 31 March 2012

Salary band	Number of posts	Number of posts filled	Vacancy rate (%)	Number of posts filled additional to the establishment
Lower skilled (P13 to P19)	0	0	0	0
Skilled (P10 to 12)	4	4	-	0
Highly skilled production (P7 to P9)	3	2	66.67	0
Highly skilled supervision (P5 to P6)	2	1	50	0
Senior management (P1 to P4)	1	1	-	0

**Table 11.2:** Employment and vacancies by critical occupation as at 31 March 2012

Critical occupations	Number of posts	Number of posts filled	Vacancy rate (%)	Number of posts filled additional to the establishment
Executive management	1	1	-	0
Senior Managers	2	1	50	0
Assistant Company Secretary	1	1	-	0
Webmaster	1	0	100	0
Curator	2	1	50	0
Senior Storyteller	1	1	-	0
Storyteller	1	1	-	0
Tour Guide	1	1	-	0
Total	10	7	2	0

## Job Evaluation

**Table 12:** Job evaluation for the period 1 April 2011 to 31 March 2012

Salary band	Number of posts	Number of jobs evaluated	% of posts evaluated by salary bands	Posts upgraded		Posts downgraded	
				Number of posts	% of posts evaluated	Number of posts	% of posts evaluated
Lower skilled	0	0	0	0	0	0	0
Skilled	0	0	0			0	0
Highly skilled production	0	0	0	0	0	0	0
Highly skilled supervision	0	1	100	1	100	0	0
Senior management	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0
Total	0	1	100	1	100	0	0

## HIV/AIDS and Health Promotion Programmes

**Table 13.1:** Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV and related diseases (if any)	Key steps taken to reduce the risk
None identified	HIV/AIDS awareness campaigns. Condoms available in ablution facilities.

**Table 13.2:** Details of health promotion and HIV/AIDS programmes

Question	Yes	No	Details, if yes
1. Has the Department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.		√	A Freedom Park employee fulfils the role of Employee Assistance Co-ordinator and reports to the Head of Human Resources, who is accountable for Employee Assistance Programme (EAP) programmes; voluntary HIV testing was done during the last quarter of the financial year
2. Does the Department have a dedicated unit or does it have designated specific staff members to promote the health and well-being of your employees? If so, indicate the employees involved in this task and the annual budget that is available for this purpose.	√		One employee Budget: R14 400
3. Has the Department introduced an Employee Assistance or Health Promotion Programme for employees? If so, indicate the key elements/services of this Programme.	√		Financial management First-aid Wellness Day HIV/AIDS Psychological deficiencies Family instability
4. Has the Department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, provide the names of the members of the committee and the stakeholder(s) that they represent.	√		John Nkwana Jane Mufamadi Tshepo Khoza Rogini Govender Reneiloe Nkanyane Patrick Zikalala
5. Has the Department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	√		The Employee Assistance Policy was reviewed
6. Has the Department introduced measures to protect HIV positive employees or those perceived to be HIV positive from discrimination? If so, list the key elements of these measures.	√		Human Resources Policy on anti-discrimination
7. Does the Department encourage its employees to undergo voluntary counselling and testing? If so, list the results you have achieved.	√		At the time 42 or 40% out of a total of 105 staff members were tested
8. Has the Department developed measures/ indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators.	√		Feedback survey



## Employment Changes

**Table 14.1:** Annual turnover rates by salary band between 1 April 2011 to 31 March 2012

Salary band	Number of employees per band as on 1 March 2010	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate (%)
Lower skilled (P13 to P19)	31	0	0	0
Skilled (P10 to P12)	25	4	0	0
Highly skilled production (P7 to P9)	37	2	1	2.7
Highly skilled supervision (P5 to P6)	10	1	0	0
Senior management (P1 to P4)	3	1	1	33.3
Total	106	8	2	1.89

**Table 14.2:** Annual turnover rates by critical occupation for the period 1 April 2011 to 31 March 2012

Occupation	Number of employees per band on 1 April 2011	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate (%)
Executive Managers	2	1	0	50
Senior Managers	10	1	1	10
Technician and associated professionals	23	1	1	4.4
Senior clerks	21	5	0	0
Total	46	8	2	4.35

**Table 14.3:** Reasons why staff are leaving the organisation

Termination type	Number	% of total
Death	0	0
Resignation	2	1.89
Expiry date of contract	0	0
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged due to ill health	0	0
Retirement	0	0
Transfers to other Public Service Departments	0	0
Other	0	0
Total	2	
Total number of employees who left as a % of total employment		1.89

# Key Initiatives: Human Resources (continued)

## Employment Equity

**Table 15.1:** Total number of employees in each of the following occupational categories as on 31 March 2012

Occupational categories	Male				Female				Total
	Black	Coloured	Indian	White	Black	Coloured	Indian	White	
Legislators, senior officials and managers	4	1	0	2	2	0	0	0	9
Professionals	3	0	0	0	1	0	0	0	4
Technicians and associated professionals	11	2	0	0	6	0	2	2	23
Clerks	10	0	0	0	16	3	2	5	36
Service and sales workers	6	2	0	0	11	0	0	0	21
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	7	1	0	0	0	0	0	0	8
Elementary occupation	5	0	0	0	0	0	0	0	5
Total	43	6	0	2	41	3	4	7	106
Employees with disabilities	0	0	0	0	0	0	0	0	0

**Table 15.2:** Total number of employees in each of the following occupation bands as on 31 March 2012

Occupational categories	Male				Female				Total
	Black	Coloured	Indian	White	Black	Coloured	Indian	White	
Top management	1	0	0	1	1	0	0	0	3
Senior management	6	1	0	1	2	0	0	0	10
Professionally qualified and experienced specialists and mid-management	10	2	0	0	9	0	2	4	27
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	11	0	0	0	16	3	2	3	36
Semi-skilled and discretionary decision making	8	2	0	0	3	0	0	0	13
Unskilled and defined decision making	7	1	0	0	8	0	0	0	16
Total	43	6	0	2	41	3	4	7	106

**Table 15.3:** Recruitment for the period 1 April 2011 to 31 March 2012

Occupational categories	Male				Female				Total
	Black	Coloured	Indian	White	Black	Coloured	Indian	White	
Top management	1	0	0	0	0	0	0	0	1
Senior management	0	0	0	1	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	1	1	0	0	1	0			2
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0	1	0	0	3	0	0	0	4
Semi-skilled and discretionary decision-making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision-making	0	0	0	0	0	0	0	0	0
Total	2	2	0	1	4	0	0	0	8

**Table 15.4:** Terminations for the period 1 April 2011 to 31 March 2012

Occupational categories	Male				Female				Total
	Black	Coloured	Indian	White	Black	Coloured	Indian	White	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0	1	0	0	0	0	0	0	1
Semi-skilled and discretionary decision-making	0	0	0	0	0	0	1		1
Unskilled and defined decision-making	0	0	0	0	0	0	0	0	0
Total	0	1	0	0	0	0	1	0	2

**Table 15.5:** Skills development for the period 1 April 2011 to 31 March 2012

Skills development	Male				Female				Total
	Black	Coloured	Indian	White	Black	Coloured	Indian	White	
Legislators, senior officials and managers	2	0	0	1	0	0	0	0	2
Professionals	0	0	0	0	1	0	0	0	1
Technicians and associate professionals	7	2	0	0	5	0	1	1	16
Clerks	5	0	0	0	14	2	0	0	21
Services and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Crafted and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	1	1	0	0	5	0	0	0	6
Elementary occupations	2	0	0	0	0	0	0	0	2
Total	14	3	0	0	25	2	1	1	48
Employees with disabilities	0	0	0	0	0	0	0	0	0

## Labour Relations

**Table 16.1:** Collective agreements for the period 1 April 2011 to 31 March 2012

Collective agreement	Date
Salary increase agreement for 2011/2012	May 2011

**Table 16.2:** Misconduct and disciplinary hearings for the period 1 April 2011 to 31 March

Disciplinary hearings for the period 2011/2012	None
--	------

**Table 16.3:** Grievances lodged for the period 1 April 2011 to 31 March 2012

Grievances	Number	% of total
Number of grievances resolved	3	60
Number of grievances not resolved	2	40
Total number of grievances lodged	5	100

## Injury on Duty

**Table 17:** Injury on duty for the period 1 April 2011 to 31 March 2012

Nature of injury on duty	Number	% of total
Required basic medical attention only	1	100
Temporary total disablement	0	0
Permanent disablement	0	0
Fatal	0	0
Total	1	100

## Utilisation of Consultants

**Table 18:** Report on consultant appointments using appropriated funds

Project title	Total no of consultants for project	Duration work days	Contract value in Rand
VIP payroll	1	1	12 251
Climate survey	2	14	36 936
Peromnes remuneration survey	1	21	16 302
Total no of projects	Total individual consultants	Total duration work days	Total contract value in Rand
<b>3</b>	<b>4</b>	<b>36</b>	<b>65 487</b>

Consulting services assist the department with the implementation of certain projects due to, among others, the high number of projects. The detail per project is not disclosed in the table below. The appointment of these consultants is done through Supply Chain Management (SCM) processes, taking into account the preferential procurement framework. The contractual agreement is managed in line with the service level agreements.

## The Way Forward

Significant successes in Freedom Park's Human Resources domain during the past financial year included a staff turnover rate of only 1,89% and a successful recruitment drive that enabled the institution to operate at near full capacity with only one position remaining vacant at year-end.

The emigration of Freedom Park's paper-based performance management system to an online electronic system contributed positively to reducing the Park's carbon footprint and will result in greater system efficiency and the elimination of calculation errors. Other notable achievements included the hosting of a successful Wellness Day attended by 73 or 69,5% of the employees.

The inauguration of a new Council early in the new year and the change in leadership with the new Chief Executive Officer already on board, could result in ongoing change in the forthcoming financial year which, in its execution, will probably affect the Human Resources Department the most.

Among others, these relate to changes in organisational culture, structure, policies and practices. In addition, the new financial year will see the appointment of new service providers to manage Freedom Park's Provident Fund portfolio and Employee Wellness Services, following the completed public tender processes for these services.