

The Nelson Mandela Foundation promotes and  
enables the growth of human fulfilment and the  
continuous expansion of the frontiers of freedom

## Annual Report 2005



NELSON MANDELA  
FOUNDATION

*Living the Legacy*

THE GROWTH  
THE NELSON MANDELA  
OF HUMAN  
FOUNDATION  
FULFILMENT  
PROMOTES AND ENABLES  
AND THE  
THE GROWTH OF  
CONTINUOUS  
HUMAN FULFILMENT  
EXPANSION OF  
AND THE CONTINUOUS  
THE FRONTIERS  
EXPANSION OF THE  
OF FREEDOM  
FRONTIERS OF  
FREEDOM

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# Message from Mr Nelson Mandela

FOUNDER OF THE FOUNDATION



On 1 June 2004 I announced my intention to retire and reduce my commitments to enable me to spend more time reading and in quiet reflection and to be with my family and friends. I also made the appeal: “Don’t call me, I’ll call you.”

I was able to make this decision to take a less active role because the organisations that I set up to carry on my work are now well established. The three organisations that bear my name – the Nelson Mandela Children’s Fund, the Mandela Rhodes Foundation and the Nelson Mandela Foundation – are working well, each charged to give expression to a specific aspect of human and social development. These organisations will now carry on my work and it is time for attention to shift from the individual to their activities and achievements.

This Annual Report of the Nelson Mandela Foundation is eloquent testimony of my confidence that the principles and issues in which I believe, and have fought for throughout my life, will be continued and developed, both in South Africa and internationally. I am as committed as ever that people are not enslaved by poverty or oppression or bigotry and that every person is valued for who they are and is able to have the opportunity to grow and to have genuine choices.

As I travel around the country and the world I continue to be touched, amazed and energised by the response of people to the issues that challenge our troubled planet – be this a concern for those affected by HIV and AIDS, or those incarcerated by poverty or denied life’s chances because of poor education. These are concerns that are at the forefront of the Foundation’s work, and we need to mobilise the energies and skills of people of goodwill everywhere to join in the challenges to address them.

Through the work of this Foundation the long walk to freedom will continue.

# The Nelson Mandela Foundation

## Background

The Nelson Mandela Foundation (the Foundation) began its life in 1999. It was established in response to a growing and urgent need to provide Mr Mandela, then the newly-retired President, with an office and administrative support to enable him to continue his work as the world's most recognised and revered public figure and to assist him to respond to the many demands on his time. From this logistical and administrative base, an organisation has evolved that has allowed him to continue to put into practice his ideals and values, to ensure that these are preserved, and that the Mandela legacy lives on, not only to the benefit of South Africa, but to the world.

When he opened the first democratically elected Parliament in 1994, the then President Mandela said, "Inspired by the single vision of creating a people-centred society, we will drive the expansion of the frontiers of human fulfilment and the continuous extension of the frontiers of freedom."

This statement embodies three principles that characterise the thinking and work of Mr Mandela and that continue to

inspire people around the world. They are the quest to expand human freedom and to offer individuals genuine choices in their lives; the commitment to support each person to attempt to realise her/his potential and not to place artificial constraints on endeavour; and the concept of a society in which people come first, served by governments and not dominated by them.

The programmes and activities of the Foundation are rooted in these ideals of freedom, encouraging opportunity and service. But *Living the Legacy* means more than just the implementation of programmes designed to achieve Mr Mandela's vision for a fairer and more just and humane society. It means incorporating his values into the operations of the Foundation. Thus, as well as promoting professionalism, transparency and equity in its operations, the Foundation is committed to:

- **Promoting dialogue:** bringing people, partners and organisations together to debate, analyse, review options and consider the possibilities for action.
- **Improving understanding:** including the commissioning and dissemination of research.
- **Demonstrating possibilities:** supporting innovative work with partners, pioneering new ideas and practical approaches and helping to take projects to scale.

These approaches characterise the ways in which the Foundation functions and are common features of all of its programmes.

## Purpose

The Nelson Mandela Foundation exists to:

- promote the vision and values of Nelson Mandela, celebrate and honour his life and achievements and mobilise people, organisations and governments around the world to *Live the Mandela Legacy* through giving practical expression to his ideals and principles;
- add value and demonstrate new ideas and possibilities to achieve the Mandela vision for the world, by encouraging dialogue, research and innovative approaches and by channelling resources, knowledge and practice through strategic networks and partnerships; and
- embody the spirit of reconciliation, *ubuntu*, and social justice.

## Mission

The mission of the Nelson Mandela Foundation as an African-rooted organisation is to:

- promote the vision and values of its founder to make a global impact;
- advance our understanding of social change and human development through approaches that integrate knowledge and practice; and
- focus on democracy, freedom and human fulfilment and use and create opportunities for critical dialogue to express, enrich and further these values.



## THE MANDELA RHODES FOUNDATION 2003 - 2005

### **Legacy Organisation**

*Living the Mandela Legacy* is a challenge that the Foundation shares with the Mandela Rhodes Foundation. The two organisations work closely together, but each has a specific role and responsibility in working towards the shared goal of promoting Mr Mandela's ideals.

This Annual Report describes the objectives and work of the Nelson Mandela Foundation, but it is useful to describe the purpose and role of the other organisation to demonstrate the totality of work and endeavour to promote the Mandela legacy.

### ***Mandela Rhodes Foundation***

The youngest of the major charities bearing Mr Mandela's name, the Mandela Rhodes Foundation, has as its specific mission the building of exceptional leadership capacity in Africa. Its founding document calls on the organisation to create "capacity-building programmes to have maximum impact and sustainability.... Leadership programmes that by developing individual capacity in Africa will in turn create more capacity."

A partnership between Mr Mandela and the Rhodes Trust, which administers the famous Rhodes Scholarships, the Mandela Rhodes Foundation came into being in 2003 and launched its flagship programme, the Mandela Rhodes Scholarships, in 2004.

Mandela Rhodes Scholarships are tenable at African institutions of higher learning, and offer unique educational opportunities to talented young Africans who display leadership potential in various areas of society – as well as adhering to the principles Mr Mandela has espoused

throughout his life. The Foundation promotes through its programmes the development in particular of leadership, education, entrepreneurship, and reconciliation.

The Mandela Rhodes Foundation has its headquarters at the Mandela Rhodes Building in Cape Town where supplementary courses and the mentoring of scholars take place.

Further Mandela Rhodes programmes being developed include Mandela Rhodes Fellowships in leadership, Mandela Rhodes Partnerships and Mandela Rhodes Endorsements.

The Mandela Rhodes Foundation is governed by an independent Board of Trustees and is managed by a staff of five full-time employees. It is an independent charitable trust with registration number IT5164/2003.

Mr Mandela, Patron of the Mandela Rhodes Foundation, said at its launch in 2003, "This represents a symbolic moment in the closing of the historic circle. And we know with confidence that the Mandela Rhodes Foundation will substantively contribute to a better life for the people of South Africa and the African continent.... It speaks of a growing sense of social responsibility that in this second century of its operations the Rhodes Trust finds it appropriate to redirect some of its attention and resources back to the origins of its wealth."

Full details on the work of the Mandela Rhodes Foundation can be obtained by writing to the MRF at PO Box 15897, Vlaeberg 8018, by visiting at 150 St George's Mall, Cape Town, or by viewing the website:

**[www.rhodestrust.org.za/mrf/foundation.html](http://www.rhodestrust.org.za/mrf/foundation.html)**

## Message from Professor G J Gerwel

CHAIRPERSON OF THE FOUNDATION



Effective governance is the aim of organisations, whatever their size or function. Essential characteristics of good governance are communication, accountability and transparency. This Annual Report is one contribution to the Foundation's commitment to tell people about its work and demonstrate its accountability for the trust placed in it to continue Mr Mandela's work and to achieve his vision. Thus this Annual Report has a number of objectives. First, it presents to the public a picture of the Foundation's work, its progress and achievements, and the activities and programmes that have been adopted to promote and further the Mandela legacy. Secondly, it describes the challenges and constraints that the organisation confronts. Thirdly, it outlines the future directions that the Foundation will be taking.

Defining the legacy of a man who is renowned throughout the world and whose life and work embodies an enduring spirit of hope is complex. There are three abiding qualities and characteristics of Nelson Mandela that the Foundation seeks to reflect in its work and the ways in which it tackles its tasks. Mr Mandela always prefers dialogue – encouraging people to share ideas and to learn more about each other. Secondly, he strives to make sure that issues, problems and challenges are researched and understood so that decisions are made on the best possible information and evidence. Thirdly, he argues that we should “think the unthinkable”, not be afraid to try new ways of doing things, and to be constrained only by the limits of our imagination.

These approaches – bringing people together, understanding issues, demonstrating new ways of doing things and fresh thinking – are germane to the Foundation's work and activities and guide our plans. They reflect the essential values of Mr Mandela – encouraging dialogue, building understanding and addressing challenges with the conviction that nothing is impossible if we try.

So it is these qualities that drive the Foundation's attempts to better understand HIV and AIDS and the effects of the pandemic and to mobilise people to offer practical support to those affected by it. It is this vision that underpins our work to improve rural education and to contribute to the reduction of poverty. The Annual Lecture and Seminar Series is stimulating debate, not just in South Africa, but

amongst a global audience about the great issues that threaten our planet and challenge our commitment and energies.

The work of the Foundation is driven by the legacy of Mr Mandela, so during this year increased attention has been given to the preservation of the archives and other material that relate directly to his life and work and ensuring greater access to this wealth of material. The Nelson Mandela Centre of Memory and Commemoration is generating great interest worldwide and is an ever present reminder of the contribution that our Founder has made already and of what still can be achieved if we are faithful to the legacy.

In its short life the Foundation has already demonstrated a potential to contribute to human and social development in South Africa. The continuing challenge is to find effective ways to harness Mr Mandela's legacy and to make a positive difference and impact. There are three groups of people I would like to thank for their efforts during this last exciting year.

First, my thanks to the Board of Trustees and to the members of the committees that guide and support the Foundation. Without their skill, experience and commitment, the Foundation would not have made the progress that it has.

The Foundation has a small but highly dedicated staff team working under the leadership of the Chief Executive, Mr John Samuel. I thank them for their untiring efforts and the continuing ways in which they respond to challenges and face the pressures of working in a busy and high-profile organisation.

Thirdly, I thank our donors, stakeholders and supporters for their invaluable contributions to our work and thinking. I look forward to their continued support and enthusiasm and hope that in the next year we will be able to attract new friends and supporters so that the Foundation's work can be expanded and enlarged.

Finally, all of us who are associated with the work of the Foundation are constantly inspired and stimulated by the example of Nelson Mandela. Although he has retired he continues to be involved actively in all aspects of the Foundation's work. It is a privilege for all who support and work with the Foundation to enjoy this association with him.



## Review by Mr John Samuel

CHIEF EXECUTIVE OF THE FOUNDATION



During the five years since its establishment, the Foundation has developed from an administrative support office for Mr Nelson Mandela to an organisation being recognised globally for its practical contribution towards addressing some of the critical human and social development challenges of our time.

In its short history, a range of challenges on a number of levels have had to be addressed and tackled. Giving practical expression to the legacy of Mr Mandela and determining the priorities and focus of the Foundation has involved much discussion and is a debate that necessarily continues. The organisation and structure has had to adapt to deliver its objectives, becoming increasingly more professional as its experience and expertise has grown. Learning to cope with controversy and to exist in the glare of media attention, the Foundation has been able to grapple with ever more demands and requests. Most importantly it has delivered on its commitments and it is having an impact.

Nelson Mandela is not only South Africa's greatest son; he is also a world icon. His legacy is manifold – the promotion of reconciliation and peace, placing individuals and their needs and concerns at the heart of all human endeavours, powerful advocacy for social justice – the list is endless. Inevitably, people will interpret Mr Mandela's legacy in different ways and will have varying views as to how this can be sustained and developed. The concept of *Living the Legacy* is complex and challenging and the Foundation evaluates and interrogates its work continually to ensure that it is true to the legacy.

This Annual Report describes the work and achievements of the Foundation, but there are some that I wish to highlight.

The core purpose of the Foundation is to continue Mr Mandela's work and vision and this must be rooted in deep understanding of his life and accomplishments. In 2004 the Nelson Mandela Centre of Memory and Commemoration was launched. At one level this will preserve and provide greater access to the documents and physical manifestations of Mr Mandela's life and work. At another it is a living archive, seeking to stimulate debate about Madiba's values and impact.

Education and rural poverty and development are two principal concerns of Mr Mandela. The publication of the report – *Emerging Voices* – deepens our understanding of rural education, poverty and development and their inter-relationships. It tells the compelling story of rural communities and their struggles, and obliges us to rethink our approach, policy initiatives and priorities. To give content and shape to the issues, the Nelson Mandela Foundation in partnership with the University of Fort Hare and the Eastern Cape Department of Education established a

Unit for Rural Schools and Development. The Unit will be able to pilot and pioneer approaches and initiatives that will give practical experience to inform debate and policy formulation.

The African Seminar Series organised under our auspices enabled us to test the feasibility as well as determine the need for a platform that would encourage and support public dialogue on critical issues of Africa's development. Significantly, they were held against the backdrop of the work of the Commission for Africa, NEPAD and the African Union, and the critical G8 Meeting of July 2005, and highlighted the critical role that the Foundation could play as a convener.

In addition to the 46664 HIV/AIDS Global Awareness Campaign, the Foundation has also been engaged in less headline-grabbing work in HIV and AIDS. In 2002 together with a group of donors, the Human Science Research Council was commissioned to investigate household and community surveys to determine HIV and AIDS prevalence and to assess behavioural risk. The *South African National HIV Prevalence, Behavioural Risks and Mass Media: Household Survey 2002*, the first of its kind in southern Africa, was widely disseminated to stimulate debate. In 2005 a follow-up study (to widen the participation from 10 000 to 15 000) will assess trends in the levels of prevalence, behaviour and knowledge.

The programmes pursued by the Foundation have attracted attention and critical acclaim. Embarked upon to continue Mr Mandela's work, they echo his concerns and priorities. Our work in HIV and AIDS, promoting dialogue and in rural education has a national and international reach and impact, contributing to discussion and a broadening and deepening understanding of the issues and possibilities for imaginative interventions.

Having gained significant organisational experience in the last five years, the Foundation faces three critical challenges: ensuring its long-term sustainability and financial independence through the building of an Endowment Fund; building the Centre of Memory and Commemoration into a first class institution; and being able to shape the idea of dialogue into a powerful way of dealing with a complex and challenging world.

Building on its evolution, the Foundation must continue to adapt to build capacity at all operational levels to achieve its mission and objectives. Its vision continues to be an African-rooted organisation with Global impact.

## Report from the Founder's Office



In the period March 2004 to February 2005, the event that probably was most significant to the work of the founder was when Mr Mandela announced his retirement from public life on 1 June 2004. At this announcement he appealed to the public to allow him the time to enjoy the good health that he experiences with his family, friends and also with himself. He indicated that he would not disappear from the public but that he rather wanted “to be in the position of calling you to ask whether I would be welcome, rather than being called upon to do things and participate in events. The appeal therefore is: don’t call me, I’ll call you.”

Indeed, Mr Mandela’s diary and public activities have been severely and significantly reduced and he spends most of his time relaxing and enjoying family life. Public appearances by Mr Mandela are selective and he no longer responds upon invitation but rather indicates when he finds the need to be involved in particular programmes.

Prior to his retirement Mr Mandela was extensively involved in fundraising for the African National Congress, supporting their campaign in the run-up to the national elections held on 14 April 2004. Mr Mandela visited influential businesses around the country accompanied by former President F W de Klerk, to encourage business to become actively involved in the election process.

Following the national elections and the inauguration of President Thabo Mbeki as President of South Africa for the second term, Mr Mandela was asked on 10 May 2004 to address a joint sitting of Parliament. The significance of this event was that South Africa celebrated ten years of

democracy since the day that Mr Mandela was sworn in as the first democratically elected President of South Africa.

Mr Mandela travelled extensively both prior to and after his retirement speech in the last reporting cycle. Apart from a number of private visits abroad, during April and May 2004, Mr Mandela travelled to Trinidad and Tobago as well as to Zurich, Switzerland in support of the 2010 World Cup soccer bid. On 15 May 2004, it was announced that South Africa will host this event, the first time that it will be staged in Africa.

In November 2003, Mr Mandela travelled to the United Kingdom to receive the Grand Bayliff in London, the highest honour to be bestowed on an individual by the Order of St John.

In February 2005, during the Make Poverty History campaign, Mr Mandela addressed the public in London’s Trafalgar Square and opened his address with the following call, “As long as poverty, injustice and gross inequality persist in our world, none of us can truly rest.” He also said,

*“... like slavery and apartheid, poverty is not natural. It is man-made and it can be overcome and eradicated by the actions of human beings. And overcoming poverty is not a gesture of charity. It is an act of justice. It is the protection of a fundamental human right, the right to dignity and a decent life. While poverty persists, there is no true freedom.”*



After the report by the African Commission, Mr Mandela engaged with the G7 finance ministers in preparation for the G8 Summit, which followed in July in Scotland.

Mr Mandela completed the initiative of building schools and clinics across the country with the assistance of business partners, which he had started in the early 1990s. In 2004, he opened a school in Potchefstroom, built by Nampak; a school in Koppies, built by Shoprite Checkers; and Thabang Primary School in Soweto, built by the Independent Development Corporation.

During his retirement speech Mr Mandela indicated that he would leave the work that he had started to the Mandela legacy organisations.

*"We are now able to concentrate very clearly on the work of these ... independent, but interlinked legacy organisations. I am very satisfied to tell you that they are in full alignment with one another, each charged to giving expression to a specific aspect of human development. The work of the ... foundations ... is distinct but complementary and supportive of one another."*

The Nelson Mandela Centre of Memory and Commemoration was established and Mr Mandela opened the centre on 10 September 2004 referring to it as part of the "processes of restoration and reconciliation".

Mr Mandela continues to be honoured and the demand for his appearance at high-level events continues. He was awarded the Freedom of the City of Johannesburg in Orlando, Soweto on 23 July 2004. He also delivered the annual Steve Biko lecture in Cape Town on 10 September 2004 during which he paid tribute to his life-long friend and father of the ANC, Oliver Tambo,

*"The history of South Africa could have been so vastly different if Oliver Tambo had not provided the leadership he did at the time and in the circumstances.... Today we are a nation at peace with itself, united in our diversity, not only proclaiming, but living out the contention that South Africa belongs to all who live in it.... We would not have been here had it not been for the exceptionally gifted leadership of Oliver Tambo."*

Mr Mandela's commitment to fighting HIV and AIDS remains a priority and he is often quoted with these words, "We must act and act now, before it is too late." He attended and addressed the International AIDS Conference in Bangkok during July 2004 and once again urged the world to become actively involved in fighting the disease.



## Our Programmes



The Nelson Mandela Foundation exists to lead and direct a coherent and co-ordinated *living legacy* to reflect the values of its founder and in so doing make a positive contribution to a more democratic, peaceful and equitable world that values its citizens and the individual contribution that each can make.

Whenever we speak of values, we are confronted by a reality determining different orders of value. In the case of Mr Mandela, for example, we know that at the highest level we are dealing with concepts like “human rights”, “justice”, “freedom” and “democracy”. At a slightly lower level we are dealing with concepts like “non-racism”, “non-sexism”, “participative democracy” and “reconciliation”. Obviously, these are all values which must, and do, inform the work of the Foundation. But it is at a lower level still that we find the values that provide immediate direction and shape for action. These are defined as follows:

- A respect for tradition that is open to new ideas.
- A commitment to consultation that does not exclude courageous leadership intervention.
- The making of individual meaning and significance within a collective context. Here self-fulfilment never ignores duty.
- Freedom is indivisible. One can never enjoy freedom while others are not free.
- Freedom is not something that one possesses. The concept only has meaning while one is making and remaking it.

- The future must be made with the past. Inherited inequalities and exclusions must be addressed.
- Be open to compromise, but never sacrifice principle.
- Be proudly and fully African, and strive for an African excellence within the context of global realities.

*Living the Legacy* involves a number of inter-related activities, programmes and projects. They are concerned with improving the lives and opportunities of people through the mobilisation of the best capacities to tackle the endemic social challenges that have for so long eluded solution and to demonstrate new ways of doing things.

The specific programmes of the Foundation have been subject to changes since 1999 in response to developments and as priorities to *Live the Legacy* have been refined. But the underlying objectives remain to:

- build capacity;
- influence social policy through research and advocacy;
- help institutions to be more effective;
- model innovations and new initiatives for social improvement; and
- create and encourage dialogue.

Although the Foundation does support some partners financially in order to help to promote innovation, it is not a traditional grant-awarding organisation. It makes targeted interventions to demonstrate new approaches, to test assumptions and capacities, and to instigate sustainable initiatives.

Similarly, although the Foundation commissions and supports research, it is not primarily a research body. The research that it supports is directed towards gaining a deeper and better understanding of issues so as to inform and influence policy formulation and implementation.

The experience of the work of the Foundation shows that it has an influence and ability to bring people together and to communicate across the globe, and that Mr Mandela’s ideals and values resonate with people everywhere. This gives it a special influence and authority to draw attention to issues and challenges, to apply the vision and values of Mr Mandela to “make a positive difference”, and to direct its resources of knowledge and finance to support sustainable interventions.

During 2004 and 2005 specific attention was given to the following programmes:

- the Nelson Mandela Centre of Memory and Commemoration;
- the Lecture and Seminar Series;
- HIV and AIDS and the 46664 Global Initiative; and
- Rural Schools and Development.

The work and progress in each of these areas is described.



## **The Nelson Mandela Centre of Memory and Commemoration**

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The Centre of Memory and Commemoration lies at the heart of the Foundation's work. Its fundamental aim is to ensure that everything that the Foundation seeks to achieve is rooted in the memory and legacy of Mr Mandela. Its mission is to tell the stories of a continuing walk to freedom. Its purpose is to provide a dedicated memory resource in honour of Mr Mandela.

The rationale for a Centre of Memory and Commemoration is clear:

- The concept of legacy is inextricably linked to the concept of memory. Any endeavour claiming to promote Mr Mandela's legacy must demonstrate a legitimacy flowing from memory of his life and work.
- Materials documenting Mr Mandela's life and work are fragmentary and scattered both geographically and institutionally. An intervention designed to integrate what is a priceless resource for the world is essential.
- Leading figures in world history, like Mahatma Gandhi, J F Kennedy and Martin Luther King, are commemorated through dedicated memory resources. Mr Mandela deserves a world-class memory institution.
- The presidential library system of the United States is the envy of the world. While South Africa's legal system, cultural contexts and other factors make it inappropriate to duplicate the American model, a uniquely African equivalent for South Africa's first post-apartheid President is imperative.

The Centre of Memory and Commemoration project is shaped around a delivery model comprising a threefold platform:

- Development of a virtual archive: a web-enabled portal to all materials constituting the Mandela Archive.
- An integrated collections management programme shaped around the concept of knowledge management for justice.
- An outreach programme dedicated to addressing systemic barriers to access and comprising four components: an exhibitions programme, a book series, a comic series, and an internship programme.

In the year covered by this report, substantial progress has been made in the implementation of the Centre of Memory and Commemoration project.

### ***Improving Understanding of Madiba's Life***

Papers, documents, memorabilia and other materials about Mr Mandela are scattered throughout South Africa and the world. In South Africa alone there are substantial collections of material in the Nelson Mandela Museum, the Nelson

Mandela Foundation, the Archives of the African National Congress, the Universities of Fort Hare and the Witwatersrand, the National Archives, the Eastern Cape Provincial Archives, Robben Island Museum, the South African History Archive, the Mayibuye Centre, and the Brenthurst Library. In addition much valuable material is in the possession of individuals. Papers, documents and artefacts continue to be generated, not least through Mr Mandela's continuing work and that of the legacy organisations that carry his name. Anyone wishing to use documents faces a formidable task in identifying locations, dealing with fragmented information, and in securing access.

The Foundation recognised the need for a coherent strategy to deal with the physical manifestations of the Mandela legacy.

In June 2004 a project manager was appointed to develop and implement the Nelson Mandela Centre of Memory and Commemoration project. Three other members of staff and a senior project officer were appointed in October 2004.

The work of the project is directed by a steering committee chaired by Mr John Samuel. Its members include Dr Pallo Jordan, the Minister of Arts and Culture; Prof. Njabulo Ndebele, the Vice-Chancellor of the University of Cape Town; Mr Ahmed Kathrada, a close friend and comrade of Mr Mandela; Ms Narissa Ramdhani from the ANC Archives; Mr André Odendaal, the former Director of the Robben Island Museum; and Mr Tim Scholtz and Dr Heiko Roehl from the Foundation.

### ***Promoting Dialogue about Madiba's Life***

A Project Dialogue Forum has also been established. It comprises key stakeholders and representatives of potential partner institutions and advises on professional issues and opportunities for future collaboration.

The project will be implemented in four phases, two of which – the feasibility study and start-up phases – have already been achieved. It is planned that by February 2007, its transformation from a project to a thriving institution will be completed. Possibly by that date a physical centre will have been created and will be an integral part of the proposed visitor amenities at Constitution Hill in Johannesburg. This centre of excellence will provide access to written, aural and visual materials about Mr Mandela's life and work, both virtually and actually, and it will offer a world-class archive.

The objectives of the project are to:

- audit and document materials that relate to Mr Mandela's life and work, and its impact;
- co-ordinate work amongst the various institutions and organisations holding materials;
- provide a single automated access portal into the various collections;
- establish a safe store and ensure professional management of materials not yet archived;
- generate research and training materials about Mr Mandela; and
- collect oral histories from the many individuals and communities that are associated with his life and work.

The project was launched formally by Mr Mandela on 21 September 2004. At this event he was given back two of his Robben Island notebooks that had been confiscated in the early 1970s. The launch attracted extensive international media interest. Mr Mandela used his speech on this occasion to summarise his view of the value and importance of the project and the archives. He said,

*"The history of our country is characterised by too much forgetting – a forgetting which served the powerful and dispossessed the weak. One of our challenges as we build and extend democracy is the need to ensure that our youth know where we come from, what we have done to break the shackles of oppression, and how we have pursued the journey to freedom and dignity for all. We will fail our youth if we leave them in ignorance of what has given them the opportunities they now enjoy. At the same time, for those of us who are older and have lived through the transition from apartheid to democracy, the processes of remembering offer us healing and a means of respecting the many comrades who made it possible."*





### *Demonstrating the Possibilities of Madiba's Life*

This is what the archives are about. They will represent a single resource dedicated to fostering and disseminating the Mandela legacy, recognising that materials are not just in South Africa but are throughout the world. The archive and the activities that will be associated with it are critical to the Foundation's role to preserve and promote the Mandela legacy. The aim is not simply to preserve a collection of materials that can be used and accessed. It is to tell the story about the long walk to freedom, made not just by Mr Mandela and his comrades, but by all South Africans and people around the world who fought for and maintain freedom and its associated values.

To mark the launch of the project an exhibition – *466/64 – A Prisoner Working in the Garden* – was arranged. This featured previously unseen documents of Mr Mandela's life during nearly three decades in captivity. The exhibition is designed to travel, and will move first to the Constitutional Court.

Major achievements for the year include:

- A preliminary survey of local and international resources relating to Mr Mandela was completed and a formal archival audit was launched. A database of the resources was developed and this can be exported into a virtual archive platform.
- All existing internal archival collections were processed.
- Databases were developed for Mr Mandela's gift and award collections.

- A publication series dealing with the legacy of Mr Mandela was conceptualised and the first publication will appear in 2005.
- The Department of Arts and Culture was assisted to identify and catalogue the gifts and awards presented to Mr Mandela during his presidency.
- The South African Broadcasting Corporation was assisted in the production of a documentary series about Mr Mandela.

In addition the project has responded to requests for assistance from many individuals and organisations.

During the reporting period the objective of creating the Centre of Memory and Commemoration has become a reality. The potential of this important part of the Foundation's work is starting to emerge, and is being acknowledged with appreciation. It has the potential to be a national and international resource of major importance that will not only honour the work and legacy of Mr Mandela, but will also provide information and insights that will inform and encourage dialogue about the values that he constantly strives to promote.

In the essay that follows, Carolyn Hamilton reflects on the value and importance of archives. She is an historical anthropologist based in the *Constitution of Public Intellectual Life* project at the University of the Witwatersrand and is researching the role of archives in contemporary political discourses.

## Archival Sepulchres and Memory Theatres

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By Carolyn Hamilton<sup>1</sup>

The archive, seemingly a neutral space of repository and care, is rather, always a configuration of power, politically saturated and ethically charged. Challenging the appearance of neutrality, reflecting on the operation of power in the archive, and modulating and inflecting that power with the concerns of the overpowered, the powerless or the marginalised, is the corollary of a responsible recognition of power in the archive.

### *Paper Imperialism*

The dissonance between the archive's appearance as benignly custodial and the reality of its powers is rooted in its history. Formal archives, as opposed to private collections of antiquarian documents, have their origins in the record-keeping needs of elaborated bureaucracies. A key technology of rule, they were, and are, the documentary basis of control of land, people and resources by centralised and imperial governments.

But the archive is not simply a technology of rule, it is a site in which the politics of knowledge are rooted – a cornerstone of the storehouse model of knowledge. The archive is also a statement of the dominance of the written text over the potential archival potency of artifacts, landscape, orality and performance. In all these ways, and in the face of the immensity of possible knowledge, the archive is a powerful way of dividing regulated knowledge off from uncontrolled knowledge.

Colonial administrations recognised that the knowledge tools that operated amongst those whom they sought to rule were powerful resources that could be yoked to their project of domination. They assiduously collected, and archived,

information about the subject peoples, and brought that information, reshaped in all sorts of ways, into play in the practice of rule and into the knowledge system that underpinned that rule. Abundant and potent materials of the pre-colonial world were thus not annihilated, but insidiously saved, lodged in the colonial archive, awaiting recuperation and rehabilitation.

Indeed, every archive is open to a reading not only of what it holds, but also to a reading along the grain – for its own logic, conventions, and consistencies of misinformation – and a reading against the grain – for its sutures, faultlines, elisions and silences. Such readings create new spaces of examination, reflection, and imagination, beyond those envisaged by the makers of the archive, thus opening up fields for the negotiation of knowledge.

### *Safely Out of Circulation*

The double etymology of archive (*the Greek arkhe*), famously signifies not only “command” but also “origin”. Thus the documents of the archive are conventionally read as authentic sources, which once interred in the hallowed curatorial sepulchre, are ostensibly fixed in form and content. In every case, however, the so-called source has a

long history of making before it is trapped in the archive, and is continually refashioned in the archive as archivists augment and excise, order and contextualise, and as even users and readers, through their publications and other practices, reframe the documents. In no sense is archive a point of origin or its contents pristinely original.

The arrest of documents in the archive – the key rationale for the archive – removes them from circulation in the public domain. The very idea of historical traces taken out of circulation is itself a particular tactic foundational to positivist epistemology, and is fundamentally at odds with systems that view knowledge as negotiated.

Many archives are public institutions, supported by government funding. Yet the public that has recourse to the archives is mostly a highly select group of researchers who need not only the necessary literacy to use the catalogues, fill out the request slips and read the documents, but also an institutional literacy that enables them to participate in the rituals of the archives, to imagine the documents that they need, and to track down their location, often only to find that secrecy clauses and twenty-year closures conspire to keep them from the documents.

### *Fugitive Archives*

Many documents seek to evade the state altogether, sometimes by using dispersal or the occupation of private, often domestic, space as strategies of resistance, or by constituting underground archives of various kind. Others only seek to resist removal from open circulation and associated controls of formal archiving, by forfeiting claims to being original. They then live – often fugitively under censorship – in a range of published forms. Some archival materials find sanctuary in fiction, ceremonies, songs or in art, places that are not deemed sources of fact, finding there a sheltered space of survival. Oral materials have long been denied the authority of the archive because of their fluidity, and the condition of their admission is a surrender of that characteristic. Such materials can find safety and preservation in memory, but risk being deemed subjective and ephemeral and therefore excluded from the evidentiary paradigm.

### *The Performance of Memory*

If archive is a technology of rule, and if that rule is asserted through control of access to the archive, in the sense of both who uses and what goes into the archive, as well as control over the form that the materials take, then in the context of a change of political power, say from a totalitarian regime to a democratic one, an endorsement of the archive of the new power is not a sufficiently responsible recognition of the power of the archive.

The archive needs continually to have its certitudes questioned and be subjected to the question of difference. It

needs to be drawn into the public domain and, where potentially productive, to be engaged in dialogues that may upend its structure and disrupt its conventions. Such dialogues require that archivists surrender the idea of clear custodial neutrality, and enter spaces of negotiation and imagination about what best practices might be.

New possibilities, not for the preservation of sources, but the engagement of memory, both social and individual, are part of that potential productivity. The concept of memory is founded in ideas of transmission and circulation, and admits of textual change over time, partiality of recall, imagination and processes of representation. Oral texts, artifacts, landscape and the body can all be sites of memory. Memory is, by definition, active in the present where the archive poses as inert.

Traces of the past can be treasure. And fragments of past lives, even suspect lives, are rare materials. Appreciation of them requires a passionate commitment that is mindful of their powers. Even as we recognise and value these traces, however, we remain vigilant in the protection of the freedom to transcend the past.

\*This essay has obvious intellectual debts to astute insights into and/or discussions of, archive, by Verne Harris, Isabel Hofmeyr, Achille Mbembe, Bheki Petersen, Anne Stoler, Richard Thomas and colleagues in the *Constitution of Public Intellectual Life* project, University of the Witwatersrand.

<sup>1</sup> Professor Carolyn Hamilton is an historical anthropologist based in the *Constitution of Public Intellectual Life* project at the University of the Witwatersrand. Previously involved in the establishment of a number of alternative archives and one of the editors of a collection of essays that radically interrogate the archive in South Africa and other post-colonial settings (*Refiguring the Archive* (2002), published by David Philip), she is currently researching the role of archives in contemporary political discourses.





## The Lecture and Seminar Series

A major focus of the Foundation's work is to be a convener to encourage dialogue, debate and discussion around critical social issues that constrain freedom and human development. The Foundation's Lecture and Seminar Series was initiated to give effect to the crucial role of dialogue to deepen understanding, open up possibilities for new thinking, and generate innovative solutions to the challenges of social development.

The Lectures and Seminars provide platforms where diverse interest groups – policy makers, opinion formers, academics, government and representatives of civil society – can come together to examine, debate and discuss critical social issues, and seek to formulate practical solutions to complex problems.

### *The Annual Lecture*

The major event of the series is the Nelson Mandela Annual Lecture, which forms part of the celebrations for Mr Mandela's birthday. The purpose of the lecture is to provide a high-profile event to mark and honour Mr Mandela and also to offer a leading international figure the opportunity to present ideas and views about a major social development issue.

The first lecture was held on 19 July 2003 to mark Mr Mandela's 85th birthday. This inaugural lecture was given by the former President of the United States of America, Mr William J Clinton.

The second lecture was delivered by Archbishop Desmond Tutu on 23 November 2004. In addition to the audience that reflected a broad cross-section of society, it reached more than one million viewers through a live broadcast on

SABC 2. This lecture succeeded in stimulating a public debate on the issues raised and helped to frame principles that might inform the conduct of future national debates on controversial subjects. "Indeed, it is in the tradition of such lectures that they should debate, provoke and improve the national discourse," said Joel Netshitenzhe (Government Spokesperson).

The Annual Lectures are published in booklet form and DVDs are also being produced in order to reach the widest possible audience. In future, the intention is to use satellite links to carry the lectures live to universities in different parts of the world.

### *Promoting Dialogue through Seminars*

Between October 2004 and June 2005, the Nelson Mandela Foundation organised five seminars on African development. The first was held in October 2004 in Gaborone, the capital of Botswana, and was attended by 27 participants from Namibia, Lesotho, the Democratic Republic of Congo, Angola, Mauritius, Zambia, Mozambique and South Africa. The second was held in January 2005 in Accra, Ghana, and 28 representatives from ten, mostly West African countries, took part. The other three seminars were held after the period covered by this





report and took place in Nairobi, Dakar and Maputo. About 89 delegates from 16 countries attended.

The objective of the seminars, each attended by senior level policy makers and analysts, was to discuss the constraints, challenges and possibilities for Africa's development in the context of the African Union, the New Partnership for African Development (Nepad) and the Commission for Africa.

Issues addressed during the regional seminars included opportunities and challenges for development and growth, the policy context within which development thinking and practice is located, and an assessment of progress and constraints.

Individual reports for each Seminar have been produced, and a synthesis report, highlighting the major topics and issues discussed, is being prepared for publication.

The African Seminars were welcomed and appreciated by those who attended them.

*"I have not been in a meeting for a long time with people from the DRC here today and they are my neighbours! It takes us to travel outside – sometimes to Europe – for us to meet."*

*"The Foundation's seminar series has come on the scene at a timely moment in the sense that it is a neutral platform that is inviting indigenous ideas that can be used to enrich local initiatives."*

Lively discussions took place, and different views were expressed on a range of issues, including:

- what the development project and agenda entails or should entail;
- investment dilemmas and complexities;
- the politics of development;
- the need for dialogue; and
- the more "standard" issues of aid, debt, trade, poverty, health, education, environmental management, etc.

During September 2005 the Foundation will, together with the University of the Western Cape, convene a seminar on peace and conflict resolution in Africa, and the role of higher education. Other supporting partners of this initiative include the University of Missouri (USA) and the Peace and Conflict Studies Programmes of the Universities of Makerere (Uganda) and Ibadan (Nigeria). The seminar will be a gathering of selected representatives from African and international universities involved in the field of conflict management and peace building and will explore the tremendous potential of universities for leadership in the area of conflict resolution and peace building in Africa and beyond.

Whereas the Lecture and Seminar Series represents a distinct element of the Foundation's work, the concepts of dialogue, convening, discussion and debate are integral to all of the Foundation's work and programmes and an essential part of *Living the Legacy*.



## HIV and AIDS and the 46664 Global Initiative

Mr Mandela stated that he did not do enough with respect to HIV and AIDS during his Presidency, since his main concern was nation-building. It was clear that HIV and AIDS posed significant challenges to the massive developmental gains South Africa made post-1994. Mr Mandela's leadership and advocacy in the area of HIV and AIDS provided significant impetus for the Foundation's work in this area. He has continually argued that whatever global issues demand attention, HIV and AIDS is an overriding priority to be tackled, a message he reasserted at the International AIDS Conference in Bangkok in July 2004. He has said repeatedly, "We must act and act now for the sake of the world." The major challenge is one of prevention and supporting people to live with HIV and AIDS.

During the reporting period the Foundation established its position as a major contributor to the fight against HIV and AIDS in South Africa and internationally. It proved its ability to draw and maintain public interest in HIV and AIDS and it is beginning to challenge individuals and organisations on an increasing and significant scale to help those who are affected and infected. The Foundation is also developing strategic partnerships that provide leverage and increase the impact of the Foundation's work.

The Foundation's HIV and AIDS programme is implemented across three areas: convening, understanding and demonstrating. More specifically, convening to create platforms for dialogue, understanding to improve knowledge about the pandemic and contribute to policy changes, in addition to improving strategies around responding to the pandemic. In addition, the Foundation's AIDS programme demonstrates new possibilities for effective impact mitigation and treatment.

### *Promoting Dialogue*

The AIDS response in South Africa is large, complex and politicised. Approaches often differ, and sometimes contradict each other. From grassroots organisations up to coalitions of organisations, we hear mixed messages and organisational discord. Leadership is a scarce resource in today's response to the AIDS pandemic. Between 2002 and 2005, the Foundation's ambition was to draw on the legacy of one of the greatest leaders of our time, Nelson Mandela, to address this problem. His spirit of reconciliation, tolerance, courage and humanitarianism, combined with his personal commitment to fighting the virus, positioned the Foundation to provide real leadership. By convening meetings between key stakeholders and encouraging dialogue, the Foundation hoped to bring to the problem of AIDS the open, inclusive approach that has helped solve some of the greatest problems of our time.

During 2005, the Foundation, in partnership with the HIV/AIDS and the Media Project, hosted a series of indabas



focusing on the role of the media in HIV and AIDS. The first was entitled *Secrecy and Lies: the Ethics of AIDS Reporting* in South Africa; the second, *Prevention of Mother-to-Child Transmission (PMTCT) and the Media*; and the third, *Covering Sex and Disease: A comparative look at HIV and AIDS reporting in the US and South Africa*. The indabas attracted leading thinkers, editors and journalists. In October 2005, the Foundation, in partnership with the Kaiser Family Foundation, will host a summit of media leaders from Sub-Saharan Africa on Repowering HIV and AIDS Communication in African Broadcast Media. The summit responds to the goals set forth by the Global Media AIDS Initiative (GMAI), which was launched by UN Secretary-General Kofi Annan, and calls for the world's media leaders to lend their vast communications expertise and resources to addressing the global HIV and AIDS pandemic.

The key goal of the summit is to remotivate and re-energise commitment by African broadcasters to HIV and AIDS messaging and programming, and to develop a specific plan (together with funding and logistical support for implementation) to help African broadcasters develop and broadcast HIV and AIDS-related programming that better engages their respective audiences.

#### **Improving Understanding**

Whilst the Foundation is not a research organisation, it occasionally commissions purposeful and targeted research to generate a body of new knowledge and understanding in order to contribute to an informed public policy dialogue and to determine appropriate programmes of action.

In terms of understanding, the HIV and AIDS programme released the first household study of sero-prevalence in 2002. This study was the first of its kind to use household and community surveys to determine prevalence and assess behavioural risk. The findings were publicised and disseminated with the intention of stimulating dialogue and informing policy development about HIV and AIDS locally and internationally. Its results and recommendations have been cited in speeches by the former Deputy President and the former Minister of Education, among others:

*"We urge all South Africans, as the Nelson Mandela Foundation and the HSRC have done through this research, to lend a hand in building the partnership of hope to implement the comprehensive programme."*

*"Government's present intention, announced in the Medium-term Budget Policy Statement, is to increase dedicated funding for HIV and AIDS by R3.3 billion over the next three years and to continue to invest in development initiatives that strengthen our defences against HIV. The research bears eloquent testimony to the link between social vulnerability and HIV vulnerability based on gender, poor housing conditions and weak community cohesion."*

This study noted that prevalence of HIV infection among children between the ages of 2 and 14 was 5.6 per cent, which was not wholly explained by mother-to-child transmission. During 2004, the Foundation commissioned the Human Sciences Research Council (HSRC) to investigate the reasons for this, in partnership with the Free State Department of Health. In April 2005, the Foundation launched the report of this study, entitled *HIV Risk Exposure in Children aged 2 – 9 Years, Served by Public Health Facilities in the Free State*. Breastfeeding of babies by a non-biological caregiver with HIV is the single most important factor associated with HIV infection in children besides the most obvious route of mother-to-child transmission of HIV.

Prolonged breastfeeding of children by HIV-positive mothers also increases exposure to risk of HIV infection in children. The study found that 92.3 per cent of HIV-positive mothers breastfed their children 60 per cent longer than one year. This suggests that even if children are born HIV negative, they are likely to contract HIV due to breastfeeding.

The study also found that there is a potential for health-care acquired transmission of HIV in the maternity, paediatric and dental facilities in the Free State health facilities. Poor infection control practices were found in some labour and maternity areas and in dental facilities, in particular through poor cleaning techniques and traces of visible and invisible blood found in these areas and on dental instruments.

The Free State Department of Health is in the process of implementing key recommendations from the study, and the HSRC is in discussion with other provincial authorities to extend this work.

On World AIDS Day, 1 December 2005, the Foundation will launch the second *South African National HIV Prevalence, Behavioural Risks and Mass Media Household Survey*. This study will, in addition to increasing participation rates (from 10 000 in 2002 to 15 000 in 2005):

- track prevalent risky behaviours that predispose South Africans to HIV infections and measure changes in these indicators;
- track the HIV prevalence in the population of South Africa to see if further changes have occurred, particularly among the very young and older population (a special emphasis will be on children and persons aged 50 years and older);
- include self-efficacy in negotiating condom use with partner;
- assess the relationship between mental health and HIV and AIDS and establish a baseline;
- assess public perceptions with respect to the provision of anti-retroviral therapy for prevention of mother-to-child transmission and for treating people living with HIV and AIDS;
- measure public perceptions regarding the prospects of development and availability and use of HIV vaccines;

- investigate whether the use of hormonal contraception contributes to HIV infection;
- model the HIV and AIDS epidemic in South Africa over the next ten years given introduction of the prevention of mother-to-child transmission programme and anti-retroviral therapy in the public and private sectors; and
- explore changes in the reach of HIV and AIDS communication and the relationship between communication and changes in behaviour.

#### ***Demonstrating Possibilities***

The Foundation is not a traditional grant-making agency, nor that of an implementer. Rather, in order to capitalise on the reputation of its founder as the world's most well-known facilitator and reconciler, the Foundation has positioned itself as a catalyst organisation that brings together key stakeholders and partners in the local and international health community to formulate a holistic approach to fighting AIDS through treatment, home-based care, prevention, counselling, and the care of orphans and other vulnerable children.

Ultimately, the Foundation seeks to develop its strategic interventions into pioneering models of best practice for mitigating the impact of HIV and AIDS in the areas of treatment, care and support, and at the school level. The Foundation's hope is that these models will provide new possibilities for improving the lives of those infected and affected by the epidemic, using innovative approaches to

facilitate implementation and inform policy development at the highest levels.

#### ***Tshepang Trust with the South African Medical Association in the Western Cape***

The Tshepang Trust began its intervention at the GF Jooste Hospital in Mannenberg in the Western Cape. The initiative involves a partnership with the South African Medical Association (SAMA), a representative body of medical doctors, which aims to provide a model for future public-private partnerships around HIV and AIDS treatment. The programme is the first in South Africa which allows for general practitioners to work with staff at a public hospital, to provide free anti-retroviral treatment to HIV-positive patients, who are not in a position to afford private health care. Some of the achievements of the programme include:

- At the end of March 2005, there were 271 patients on treatment at the GF Jooste site.
- The session training process at GF Jooste came to an end at the end of March 2005.
- The Western Cape Department of Health has now taken over the payments of anti-retroviral therapy and related costs, including laboratory costs with effect from 1 April 2005.
- The Tshepang Trust was approached by the Treatment Action Campaign (TAC) to assist the people of Orange Farm who are in desperate need of treatment. Patients were identified and are in the process of being counselled on treatment literacy and adherence.

- The Tshepang Trust has received a two-year contract as a sub-grant of PEPFAR through the Solidarity Centre to treat HIV-positive teachers and their spouses in need of anti-retroviral treatment. The project will kick off with 300 teachers in the first year, escalating to 1 000 teachers by the end of the second year. The projected commencement date is 1 July 2005 and the project will run in three provinces, KwaZulu-Natal, Mpumalanga and the Eastern Cape.

***Siyaphila la HIV Programme with Medecins Sans Frontieres (MSF)***

The Foundation, in partnership with MSF, has implemented and managed a treatment site operating in Lusikisiki in the Eastern Cape, since early 2003. The first months of the Lusikisiki programme were devoted to the implementation of basic HIV and AIDS services, co-ordinating with district and provincial authorities, and building the community response to HIV.

In October 2003 the Department of Health of the Eastern Cape gave the go-ahead to start providing anti-retroviral therapy in Lusikisiki. The first patients received anti-retroviral therapy in late October 2003.

The treatment site currently provides voluntary counselling and testing, prevention of mother-to-child transmission, an anti-retroviral treatment programme, which includes a nurse-based programme and a community mobilisation programme. The programme has achieved the following:

- Since the inception of the programme, 600 people in Lusikisiki have been tested per month. The number

doubled in 2004. Most of the people who were tested are adults.

- By the end of December 2004, a total of 551 people were on anti-retroviral treatment, 6.7 per cent of them are under the age of 14 years old.
- There is an anti-retroviral adherence programme in place which encourages patients to take responsibility for their medication and their own health. The model comprises thorough patient education on the benefits and side effects of treatment prior to initiation and continuous support with participation in support groups, self-nomination of a treatment support, and the availability of adherence counsellors for one-on-one sessions.
- There is a close working relationship with local programmes.
- Anglogold donated its well-equipped and under-utilised clinic in the centre of Lusikisiki to the Department of Health early in 2005.
- The programme co-ordinator was awarded the Rural Doctors' Association of South Africa's award for Rural Doctor of the Year.
- District authorities took over the voluntary counselling and testing programme in mid-2004.
- The management of all prevention of mother-to-child transmission sites in all six areas was handed over to the Department of Health in April 2004.
- In October 2004, the Lusikisiki programme was accredited as part of the national government's anti-retroviral treatment roll-out plan.

***Impact Mitigation at School Level***

In June 2004 the Foundation and the Free State Department of Education completed an impact assessment of HIV and AIDS in the education sector in the province. Following the impact assessment, both partners agreed on the need for urgent action in support of orphans and other vulnerable children in the education system. The Foundation will provide seed funding to the Department of Education over a period of approximately two years to develop, implement and test comprehensive support mechanisms in five clusters of schools across the province.

The province's Department of Education is responsible for the implementation of the Life Skills HIV and AIDS Programme as part of a national initiative focused on learners, teacher development and social mobilisation of other stakeholders within the education sector. This new initiative is an extension of the Care and Support component of the Life Skills HIV and AIDS Programme of the Department. The emphasis in this project will be on consolidating what is already in place in the education sector in the area of care and support for orphans and vulnerable children, with a greater emphasis on vulnerable children. This is a *demonstration* project and it therefore has to be designed and managed within parameters that mobilise existing resources in the public sector to the maximum and also mobilise new partners in the public and private sectors. The efficacy of the project will be monitored and evaluated intensively in order for the Foundation, the Department and other stakeholders to assess whether the strategies being developed and tested are viable in the long term.



## 46664 Volunteer Campaign

World AIDS Day is commemorated around the world on 1 December with news and events to highlight progress in the battle against the epidemic and to remind people how much still needs to be done. The Foundation initiated a national 46664 Volunteer Campaign to mark World AIDS Day on 1 December 2004.

Mr Mandela called on all South Africans to take responsibility for the fight against HIV and AIDS by volunteering and creating “moments for change” in the fight against HIV and AIDS. He named this campaign after his prison number at Robben Island as a symbolic reminder that the millions of people infected and affected by HIV and AIDS are more than just statistics and numbers.

A call centre with a campaign hotline – 0800 46664 – was launched to enable all South Africans to volunteer for a non-profit organisation in their area. The Foundation’s website was also dedicated to this purpose and provided the most up-to-date information on the 46664 Volunteer Campaign for World AIDS Day. Some achievements of the campaign include:

- a database of approximately 7 000 people who would like to volunteer their services;
- the establishment of a reference group including members with extensive experience in the volunteering sector;
- an environmental scan of mainly rural volunteer organisations active in the field of HIV and AIDS was undertaken by the Foundation;
- networking and partnering opportunities were identified with organisations who could possibly benefit from the database of volunteers; and
- the Foundation contributed towards dialogue and critical engagement in the area of volunteering.

### Leadership

In broadening the leadership response to the pandemic, the

Foundation trained 450 traditional leaders in 2004, 900 faith-based ministers in 2004, while 900 young people have been trained each year since 2002. Traditional leaders are now in a position to respond to the challenges of their communities, such as stigma and discrimination, voluntary counselling and testing, orphanhood and vulnerability. Through the South African Council of Churches, ministers were trained to talk to young people about sex and sexuality. Young people trained through LoveLife’s groundBREAKER programme now staff call centres and national adolescent-friendly clinics.

### Advocacy and Awareness

In convening and bringing people together around critical social issues, the 46664 concert in Cape Town in 2003, served as the launch event and focused on raising awareness of the AIDS pandemic. The second 46664 concert took place in George on 19 March 2005, and focused on the impact of HIV and AIDS on women and young girls. Will Smith, who acted as master of ceremonies at the George Concert said, “I’ve made movies and music and I’ve felt like that’s not enough. I want to fight and I want to struggle on behalf of Mr Mandela.”

In her opening speech Annie Lennox said, “I am here to add my voice to the countless numbers of women who are forced into silence on this issue. Women need to insist on protecting themselves.”

*“Today there are millions of women in Africa living on their own Robben Islands, struggling against terrible odds, alone and often without much hope. Tonight, you and I can say: we are here to help give you hope and strength.”*

*But we have to say more than that. We have to say this must be a turning point. We are here to say that justice will not be achieved until every woman is in full control of her own life, and that control is practically implemented via her human rights.”*

**Extract from Mr Mandela’s speech at the 46664 concert in George in 2005.**

The Nelson Mandela Foundation sponsored *Yesterday*, the first feature film shot entirely in isiZulu (with English subtitles), which has won numerous international film awards and was nominated for an Academy Award (Oscar) in the Foreign Film category. The Foundation hosted numerous screenings of *Yesterday* across Africa. To date, the film has been watched by more than 200 000 people. In addition, the film is used in advocacy and awareness training by UNAIDS, Unicef, the Global Business Coalition and various international universities.

At a screening of *Yesterday* at the South African AIDS Conference in Durban, the Foundation hosted a panel discussion which aimed at assessing the extent to which the film could be used to address issues such as stigma, discrimination, orphanhood and vulnerability in rural communities. One viewer remarked, “I found the film very moving and well done ... more importantly it portrays the reality of the HIV epidemic in Africa. ... I would like the MGH Institute of Health Professions in Boston to use the film in training masters degree students in nursing.”





## Rural Schools and Development

Despite notable changes to provide an education system that builds democracy and social justice, inequality still prevails and this is more pronounced in rural communities. The objective of the Foundation in supporting rural schooling is based on the conviction that rural education and its potential for development are deeply connected with rural poverty. Mr Mandela has stressed that rural communities, which were systematically and deliberately deprived of resources under apartheid, continue to lag behind the rest of the country. He has said that in looking at ways of improving the quality of rural education, those formally tasked with social development and poverty alleviation need to pay more heed to the untapped potential of rural communities to lead the transformation of their lives.

The reason for the Foundation's engagement in this area of work is well summarised by Mr Mandela:

*"Poverty is the greatest assault on the dignity of a human being. Where one wakes up and does not know where one will get a meal, where one has no shelter, where one has no education. That is what we must fight [against]."*

Significant and exciting progress has been made during the year.

### **Improving Understanding of Rural Education**

A seminal report, *Emerging Voices*, a study of education in South African rural communities, was published in October 2004. The study was commissioned in 2003 and brings together a number of elements of the Foundation's education programmes and interventions.

Throughout the last decade, Mr Mandela has facilitated the building of more than 140 public schools in South Africa. These have been opened mainly in rural communities since they are the most deprived areas and struggle from the combined effects of poverty and unemployment. The research project arose out of the Foundation's concern to study and better understand the complex relationship between poverty and education and the implications for policy and implementation.

In persuading potential benefactors to contribute to the building of schools, Mr Mandela told them that poverty is so tangible that it can be smelt. The report, in its descriptions and photographs, confirms the relentless hardships and burdens of rural life to which children are exposed. The report also includes suggestions from rural communities about what they think should be done to improve the quality of education. The ambitions of a Grade 6 learner at Tshamavhidzi Primary School in Limpopo are both modest and realistic:

*"I want us to have both electricity and water pipes that are connected so as to make learners come and study in the evenings during exam time to prevent them from failing.... We want playground for boys and for girls.... The government should supply a feeding scheme with soup and meals."*

*Emerging Voices* explores and reviews rural education in three provinces, KwaZulu-Natal, the Eastern Cape and Limpopo. They were chosen because more than half of all school learners in the country go to schools in these provinces and because of the consistently high levels of poverty, unemployment and low educational performance in these regions. Information and views were collected from a survey that elicited responses from nearly 600 households, 144 schools and about 4 500 individuals. This survey, based on approaches developed for comparable studies in rural India in 1999, was followed by in-depth participatory research at nine sites, three in each of the selected provinces.

The report provides data about the state of schools. Only 45 per cent of schools have access to clean water, 43 per cent to electricity and 22 per cent to telephones. The report describes the weakness of the learning experience of children in rural schools and how some parents question the value of education since it is failing to break cycles of poverty and dependency. The report discusses parental responsibility and how childhood is experienced given the realities that young people face. But most poignantly the report presents the views of learners, parents, teachers and

communities about their hopes and ideas for the future. It paints a vivid picture of what *being there* means.

*Emerging Voices* suggests that the relationships between education and poverty are more complex and nuanced than has perhaps been appreciated and that there are major issues to be addressed about how learning is conceived, planned and managed. The report also underlines the importance of *listening* as an essential element of any dialogue and that people living in rural communities must be listened to and heard more.

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*Children's education can only be improved if this government can provide employment for their parents. Then they will be able to pay school fees and when children go to school in the morning they'll have eaten, even if the feeding scheme is not operating.*

*A teacher at Fuyatha Primary School  
Siyandhani, Limpopo*

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The report has widened and deepened the Foundation's own understanding of the complex relationships between poverty and schooling in rural communities. It will be used to stimulate debate and discussion and it will inform the Foundation's future work in this area.

One immediate consequence of its publication is the establishment of a partnership on rural education with the Department of Education. Through this forum the significant issues highlighted in *Emerging Voices* can continue to be examined and their implications for public policy explored.

Professor Crain Soudien, Head of the University of Cape Town's School of Education, described *Emerging Voices* as "... the most comprehensive overview of the character and nature of rural education".

A second report, *Reflections on Ten Years of Basic Education*, published in September 2004, examines the issues and challenges faced in seeking to transform the education system during the first decade of democracy. The report highlights the successes achieved: the creation of a single united education system, supported by an equitable budget and offering a curriculum reflecting the values of diversity, creativity and engaged learning. It suggests, however, that although considerable progress has been made, there continues to be "two worlds within one nation". The effects and practices of apartheid are proving to be more intractable than was envisaged in 1994 and outcomes in education continue to reflect historical divides. The report examines five factors that impact on learner experience:

- early childhood development;
- resource distribution;
- classroom experience;
- language policy and practice; and
- opportunities for learners with special needs.

It concludes that despite the intentions of public policy, historic inequities persist. These are exacerbated by the domestic and "out of school" lives and experiences of learners.

# THE GROWTH THE NELSON MANDELA OF HUMAN FOUNDATION FULFILMENT PROMOTES AND ENABLES



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*The Unit is a fresh force in the university demonstrating the important link between the intellectual life of the university and working with communities to transform rural possibilities in practice. It creates a new centre of momentum as we pursue our vision of becoming a university that reflects the best of our African future.*

*Derrick Swartz  
Vice-Chancellor, University of Fort Hare*

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The two reports outline the considerable challenges that need to be addressed in the continuing reform of education. They are informing the work and priorities of the Unit for Rural Schooling (discussed below) and will help shape the Foundation's future education programme, including the stimulation of the dialogue about to move forward to give all young people the best possible chance in life.

#### ***Demonstrating Possibilities and Innovative Approaches***

As a direct response to the challenges of rural schooling, the Foundation has established, and continues to fund, a Unit for Rural Schooling and Development, which is based at the University of Fort Hare. This is a partnership initiative with the university and the Eastern Cape Department of Education. This Unit provides a practical way to support schools to develop as centres of educational excellence and to demonstrate how they can be the focus for social development in rural communities.

The Unit, which was established formally in November 2003, is concentrating its work in three principal areas:

- the organisation of innovation and learning;
- methodologies for innovation and social change, concentrating on change that is driven by local agents rather than external players; and
- developing new approaches to learning and teaching.

A major responsibility of the Unit is to take forward the issues raised in the *Emerging Voices* report. Although still new, early achievements of the Unit include:

- The launch of a Youth Change Agents programme, designed to mobilise a network of young people living in rural areas to be leaders and community change agents. In December 2004, 28 young people completed nine weeks of training in Qunu. The training focused on personal development, planning, community research and activism.
- Following a survey of information communication technologies (ICTs) and computer facilities in schools in the Eastern Cape conducted by the Unit, computer laboratories were funded in 15 schools. This initiative, which is designed to assist the schools to become centres of excellence, was made possible with the help of Dell Computers, Multichoice Africa Foundation and Microsoft. On-site training was provided for three days by SchoolNet, supported by Microsoft. This initiative will focus on the role that ICTs can play in enhancing educational excellence in rural schools and in supporting community development.
- A research programme was started with the support of Multichoice Africa Foundation. The first two fellows, both

women, one a Masters and the other a Doctoral fellow, have been appointed. The Masters fellow is researching and studying the integration of community knowledge into the school curriculum. The Doctoral fellow is studying curriculum design in environmental education drawing on the knowledge and expertise of teachers and rural communities. These fellows are not only an additional resource to the Unit but also contribute toward building a cadre of critical intellectuals in the area of rural schooling and development and improving postgraduate and research outputs of the University of Fort Hare.

In December 2004, Mr Mandela launched the Schools for Africa Campaign in Cape Town. He said at the launch that,

*“... educating all of our children must be one of our urgent priorities. As we in Africa face the challenges of building a better Africa, the continued investment in the education of our children must be at the heart of our efforts. No child in Africa, and in fact anywhere in the world, should be denied education.”*

This is a partnership between Unicef, the Hamburg Society and the Foundation. The purpose of the campaign is to attract resources for the establishment of child-friendly or effective schools in six countries – Angola, Malawi, Mozambique, Rwanda, Zimbabwe and South Africa.

This partnership provides a further opportunity for the Foundation to share its experiences about rural education and development with other African countries and also to learn from their work.

The Schools for Africa Campaign’s theme is child-friendly schools and it is focused on strong community involvement, improving the physical condition of buildings, and provision of equipment, educational materials, and assisting schools to adapt their roles in response to HIV and AIDS – including gender responsive prevention, care and support, curriculum development to cater for orphans and vulnerable children, and the schooling environment, including health and nutrition. The campaign is also concerned with the continuous professional development of teachers and strengthening school governance and management. This includes the capacity development and participation of parents’ and teachers’ associations and school governing boards.

Early attention was given to fundraising and countries are being allocated funds on the basis of country proposals and assessments of need. Angola has received €750 000 for school buildings. Funds allocated to South Africa will be used by the Unit for Rural Schooling and Development in its work to support the creation of child-friendly schools.

---

*This book (Emerging Voices) brings home to the reader in a powerful way that some children are broken in mind and spirit in the rural areas and it is our duty in government to make sure that this happens no longer.*

*... Emerging Voices is a must-read for all educationalists. We have a skewed view of our education system, a view that is skewed towards urban nodes. This book is the first major study of rural schooling, and a book whose message is critically important for all of us in the education sector.*

*Mrs Naledi Pandor, 2005  
Minister of Education, South Africa*

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## Organisational Development



Mandela House Office Design  
 demonstrating transparency and functionality.

Since inception in 1999 the Foundation has undergone fundamental organisational changes in its purpose, mandate, operations, structures and processes. In the first two years these changes were mainly driven by the Foundation's external environment. They were reactive and adaptive rather than proactive efforts which were meant to secure the organisational functioning around its original mandate to support the founder.

In 2002, the Foundation embarked on an organisational development process to align the organisational capacities and capabilities with the mandate of the Board of Trustees to become a programme-based organisation which carries the legacy of its founder. Over the past three years various projects and initiatives have been started to give expression to this goal. The Foundation has embarked on initiatives attempting to improve the organisation, its vision and mission, processes, structure and ways of operating. Through a rapid process of diversification, eleven areas of intervention were targeted through more than 70 projects.

### Areas of Organisational Development





### Key Achievements: Two Examples

An independent audit of the organisational development process conducted in May 2005 by PricewaterhouseCoopers, Germany and the German Technical Co-Operation (GTZ) came to the following conclusion:

*“It is clearly beyond doubt that the Foundation ... is about to take its position as a globally respected organisation in the field of social development.”*

The most important result of this process was the definition and implementation of the Foundation's identity in alignment with the founder's values. The implementation of this identity included establishing the vision, mission and operating model of the Foundation. Other results are less visible such as the improvements in the human resources management and the office infrastructure.

#### **Human Resources Management – Creating a Learning Organisation**

A learning organisation is one in which people at all levels, individually and collectively, are continually increasing their capacity to produce results they really care about. The Foundation's staff are driven by a passion to find solutions to complex social problems, thereby impacting positively on beneficiaries. Knowledge sharing is extended beyond the corridors of the organisation. In fact, sharing knowledge and

learning from others has become an exploratory project, mobilising the great thinkers around the world to integrate technology and people in an effort to create capacity in non-profit organisations. The Foundation's staff understand that no one person has all the answers to a problem and therefore ideas and experiences are shared.

Some core drivers that speak to or promote the essence and ethos of a learning organisation include skills development, performance management, harnessing and promoting diversity, and creating synergy between concepts like action learning and knowledge management. These efforts have resulted in a vast improvement in the human resources capacity processes and systems:

- October 2003 – human resources strategy approved.
- November 2003 – audit of all human resources policies, systems and processes.
- November – December 2003 – remuneration benchmarking.
- January 2004 – provident fund and medical aid revised and implemented.
- February 2004 – approval of new structure and remuneration system by the executive committee.
- March – May 2004 – implementation of new job descriptions, broadbanding and implementation of the new performance management system.

- June – August 2004 – implementation of Policies and Procedures Manual and Handbook.
- September 2004 – February 2005 – management of first performance management cycle.

#### **Spatial Infrastructure – The Office Design Reflects Our Values**

The redesign of the interior office infrastructure was done in a highly participatory fashion. All Foundation staff members jointly selected the service providers and ensured that their needs and expectations were taken into account through the architectural design process. The outcome is a unique balance of open plan and private workspace.

The Foundation now has an office that clearly reflects the values of the organisation.

#### **Key Challenges**

The key challenges that lie ahead will be to align all programmatic activity to the strategic direction and achieve excellence in external communication. Sustainability of value creation is not primarily a question of funds, but rather one of managing relevant knowledge and expertise. The critical success factor is the alignment of the current programme operations to the notion of the Foundation as a catalytic knowledge broker in social development on the continent. This positions the Foundation as a catalytic think-tank in social development that facilitates the generation and sharing of professional expertise along the lines of the Foundation's core values.

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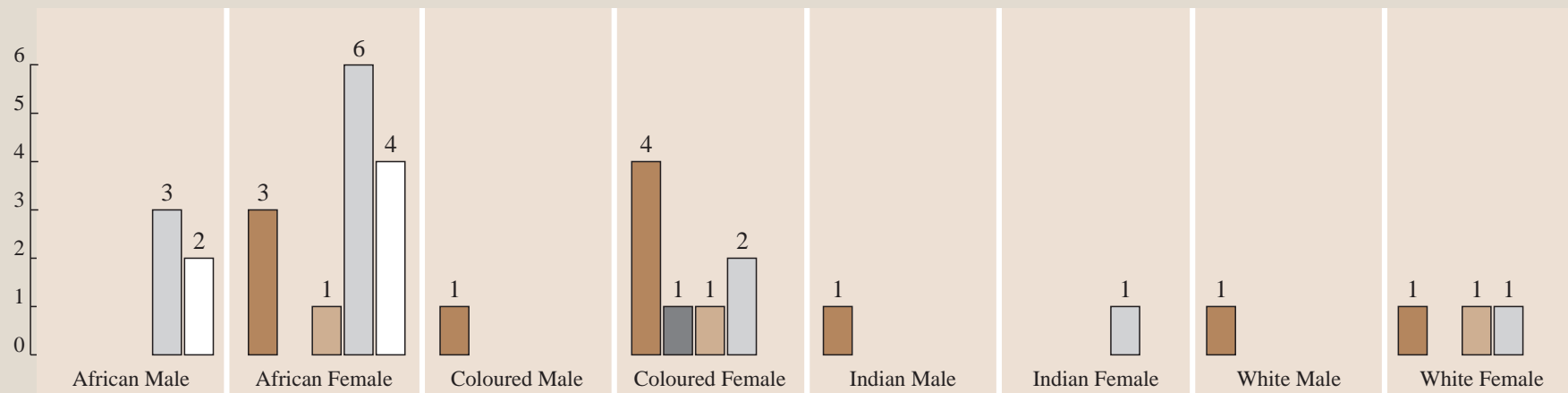
## Organisational Development



Mandela House Office Design  
demonstrating transparency and functionality.

Organisational Development	Key Achievements	<ul style="list-style-type: none"> <li>Shaping the NMF future Report (McKinsey &amp; Co.)</li> <li>Office Infrastructure design</li> <li>Finance Management Capacity</li> </ul>	<ul style="list-style-type: none"> <li>Risk Management System</li> <li>Scenario Planning Process NMF 2015</li> <li>Human Resources Management System</li> <li>Document Management &amp; Archiving System</li> <li>Leadership Programme</li> <li>Agreement on NMF Identity, Purpose Mandate</li> </ul>	<ul style="list-style-type: none"> <li>Definition of Catalyst Operating Model/Dialogue Principle</li> <li>Transition of Programmes now focusing on Strategic Direction</li> </ul>
	NMF Function	Organising/Managing	Networking/Building Networks	Catalysing/Convening
	NMF Role	Implementation	Partnerships	Leadership
		2003	2004	2005

## Our People



- Senior Officials and Managers
- Professionals
- Technicians and Associate Professionals
- Clerks
- Elementary Occupations

### Diversity Profile

The Foundation employed 34 people at the end of the 2004/2005 financial year. Nine employees belong to the management team. A total of 76 per cent were female and 24 per cent male, with an employment equity spread of 54 per cent African, 27 per cent Coloured, 6 per cent Indian and 13 per cent White.

# Corporate Governance

## Report of the Board of Trustees

The Board of Trustees is the ultimate governing body of the Nelson Mandela Foundation Trust under the leadership of the Chair, Prof G J Gerwel.

The Board is responsible for the good governance of the Nelson Mandela Foundation. The delegation of authority to committees or the executive management in no way absolves the Board of its responsibility for their decisions and actions.

The Board has collective responsibility to provide effective governance and as such the Trustees must remain independent and objective, serving the interests of the Foundation as a whole.

Governance represents the means by which direction and control are applied to stewardship of all organisational assets – tangible and intangible, financial and non-financial – in the pursuit and delivery of the primary objective of sustainable value creation.

It is essentially a function of leadership and direction within the organisation; appropriate risk management and control over its activities; and the manner in which meaningful information relating to its performance and activities is communicated to its stakeholders – internal and external.

The Board of Trustees meets at least twice in a calendar year.

## The Committees of the Board and their Charters

### *Executive Committee*

The Executive Committee performs an important supporting, facilitative and monitoring role in relation to the overall management of the Foundation. Mandated by the Board, it takes its decisions within the Board policy framework as well as makes policy recommendations for the Board's consideration. It also acts as an important point of reference for the chief executive, providing the chief executive with the opportunity for ongoing engagement regarding key organisational developments. The Executive Committee is chaired by Prof G J Gerwel and members are: Dr Nthato Motlana, Mrs Irene Menell, Dr Makaziwe Mandela, Dr Mamphela Ramphele, Prof Njabulo Ndebele, Mr Ahmed Kathrada and Her Excellency Ambassador Barbara Masekela. The Executive Committee meets at least five times a year.

### *Remuneration Committee*

The Executive Committee of the Foundation delegates authority to the Remuneration Committee: the powers to determine and/or approve the remuneration of all Nelson Mandela Foundation employees and consultants as the Committee may determine from time to time. The Executive Committee also delegates to the Remuneration Committee the power to determine the parameters of the Benefit Programme for Employees. The Remuneration Committee comprises of available members of the Executive Committee and is chaired by Prof G J Gerwel and his deputy Dr N Motlana. The Remuneration Committee meets at least once a year.

### *Audit and Risk Committee*

The Audit and Risk Committee is focused on the Foundation and its related activities. By virtue of its profile, there currently exists

a number of entities and structures that are or may be connected to the Foundation. The key concern of this situation is managing the reputational risk and so-called collateral damage that may be caused to the Foundation if appropriate steps are not taken to ensure adequate coverage of all such entities and structures. The Trustees acknowledge that this is an evolving situation and priority will be given to identifying all such entities and structures and including them in the ambit of the committee. The Audit and Risk Committee is chaired by Mr Chris Liebenberg and members include Mrs Irene Menell, Mr Mendi Msimang, Dr Franklin Sonn, Mr Cyril Ramaphosa and Mr Vassi Naidoo. Meetings are held as frequently as the Audit and Risk Committee considers appropriate, but not less than four times a year.

### *Investment and Endowment Committee*

The Investment and Endowment Committee establishes the type of instruments which may be purchased. These are selected to ensure a high degree of investment security and are restricted to an approved list of instruments. The Investment and Endowment Committee has been mandated by the Board to help build the Foundation's financial sustainability and is chaired by Mr Tokyo Sexwale. Members include Mr Chris Liebenberg, Mr Nallie Bosman, Mr Sello Moloko, Mr Eric Molobi, Ms Heather Sonn, Ms Yolande Cuba and Mr Syed Jaffrey. The Investment and Endowment Committee meets quarterly.

### *Legal Status*

The Nelson Mandela Foundation Trust is an independent trust with Registration No. IT9259/99 in terms of section 6(1) of the Trust Property Control Act of 1988 (Act 57 of 1988). The South African Revenue Service has sanctioned the Nelson Mandela Foundation as a Public Benefit Organisation, No. 034-681-NPO.

# Risk Management

## Internal Audit Report on Risk Management, Governance and Control

July 2004

### Introduction

The Foundation's Audit Committee convened in April 2004 to consider the results of the Gobodo-facilitated risk assessment and the proposed Internal Audit Coverage plan.

During these discussions the committee indicated that they require assurance that the risks faced by the Foundation are effectively managed; bearing in mind the global esteem in which its Founder is held and the consequent risk to his reputation arising from any misdirection in the Foundation's activities.

The Committee directed that high-level assessment be performed of the Foundation's control framework, together with an assessment of the present structures of the Foundation to effectively manage key risks, benchmarking these practices against the framework outlined by internal audit.

### Audit Objectives and Scope

#### Objectives of this review

In response to this request internal audit tailored its approach to meet the Audit Committee's requirements by delivering:

- an assessment of the adequacy of the controls in place to mitigate the top 10 key risks per division;
- an assessment of the current Foundation risk management practice, corporate governance and control activities against COSO benchmark practices (this entails an evaluation of what is now internally recognised as being the components of an effective system of control, i.e. control environment, risk assessment, control activities, monitoring, and communication and information);
- an updated Internal Audit Coverage plan with the risks classified according to their strategic, operational and financial properties. The internal audit plan was discussed with the external auditors and integrated with the external audit plan to ensure an efficient combined assurances through auditing; and
- an assurance matrix that outlines the assurance sources available to the Audit Committee and the parties responsible to provide such assurance.

#### Approach of the review

The activities performed by internal audit in meeting the above objectives were chiefly as follows:

- conducting interviews with Foundation staff;
- issuing a control culture survey to staff and evaluating the results thereof;

- studying and evaluating existing Foundation policies and procedures; and
- confirming the existence of key controls which management indicated are being relied upon by them.

#### Overall conclusions in terms of review objectives

- Overall our assessment is that the Foundation has, over its relatively short lifespan, and in particular over the last several months, put in place most of the basic building blocks for effective risk management, governance and control, as recognised by the COSO-benchmark practices.
- We believe that the production of this report has provided the Foundation's Audit Committee with a much sounder basis for determining the independent assurances required from its internal audit function. It is furthermore our assessment that in aggregate the existing, together with the proposed controls, provide reasonable assurances that risks are managed to an acceptable level.
- The Foundation's Chief Executive Officer and Chief Financial Officer have indicated their broad agreement with the observations, findings and conclusions contained in this report.
- We thank the management and staff of the Nelson Mandela Foundation for the co-operation afforded us during this internal audit review.

**Theo Nell**

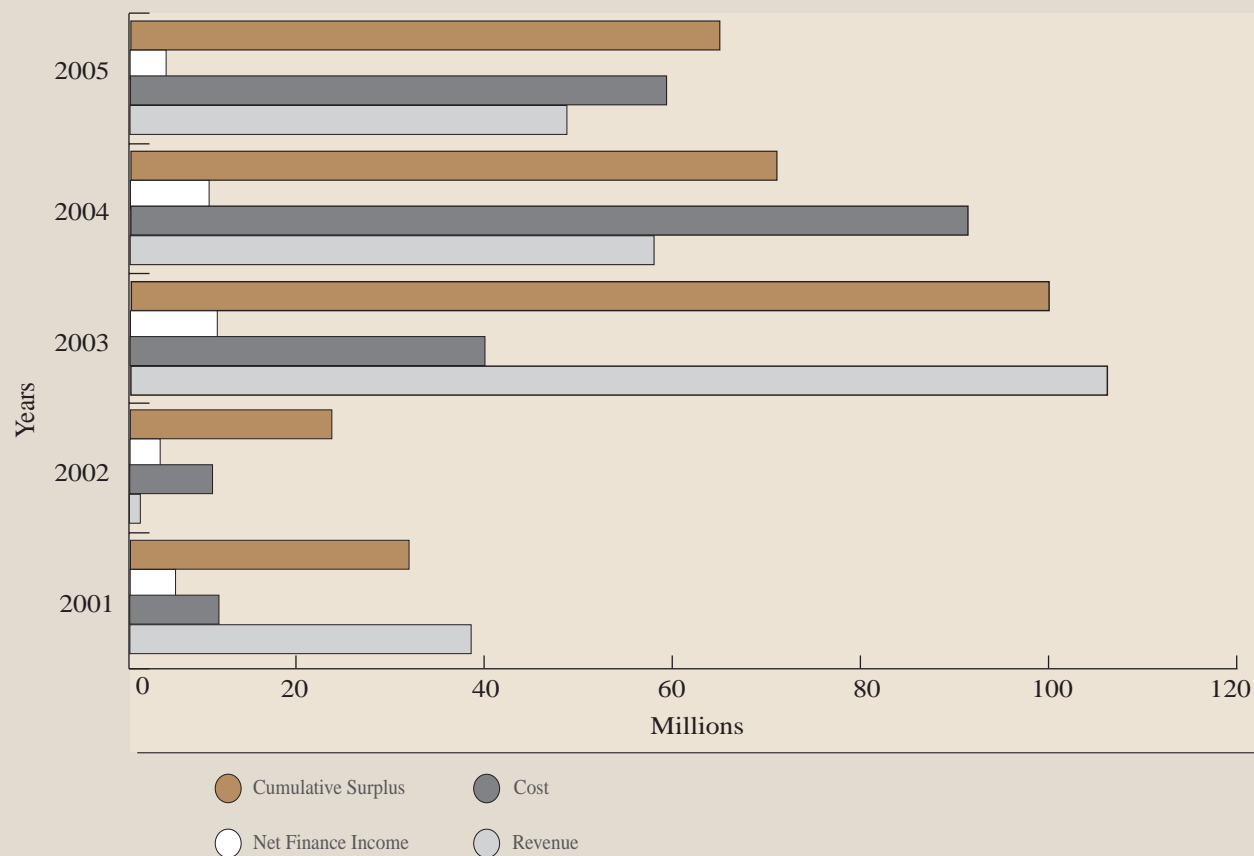
**Director:** Gobodo Risk Management

30 July 2004



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## Financials at a glance since inception



# Financial Contents

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CASH FLOW STATEMENT

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ANNEXURE A (DONATIONS RECEIVED SCHEDULE)

For the year ended 28 February 2005

# THE NELSON MANDELA FOUNDATION TRUST

(Registration number: IT 9259/99)

CHAIRMAN:

Prof G J Gerwel

CHIEF EXECUTIVE OFFICER:

J M Samuel

BUSINESS ADDRESS:

107 Central Avenue  
HOUGHTON  
2041

BANKERS:

Nedbank Limited  
JOHANNESBURG

AUDITORS:

PricewaterhouseCoopers Inc  
Chartered Accountants (SA)  
Registered Accountants and Auditors  
GAUTENG

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## APPROVAL

The annual financial statements set out on pages 36 to 49 were approved by the trustees and signed on their behalf by:

*J. M. Samuel*

J M SAMUEL

*Chief Executive Officer*

28 February 2005

DATE

*Prof G J Gerwel*

PROF G J GERWEL

*Chairman: Board of Trustees*

28 February 2005

DATE

# Report of the Independent Auditors

For the year ended 28 February 2005

## **TO THE TRUSTEES OF THE NELSON MANDELA FOUNDATION TRUST**

We have audited the annual financial statements of the Nelson Mandela Foundation Trust set out on pages 36 to 49 for the year ended 28 February 2005. These financial statements are the responsibility of the trustees. Our responsibility is to express an opinion on these financial statements based on our audit.

### **Scope**

We conducted our audit in accordance with Statements of South African Auditing Standards. These standards require that we plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement. An audit includes:

- examining, on a test basis, evidence supporting the amounts and disclosures included in the financial statements;
- assessing the accounting principles used and significant estimates made by management; and
- evaluating the overall financial statement presentation.

We believe that our audit provides a reasonable basis for our opinion.

### **Qualification**

In common with similar organisations, it is not feasible for the trust to institute accounting controls over collections from donations and grants prior to initial entry in the accounting records. Accordingly, it was impracticable for us to extend our examination beyond the receipts actually recorded.

### **Qualified audit opinion**

In our opinion, except for the effect on the financial statements of the matter referred to in the preceding paragraph, the financial statements fairly present, in all material respects, the financial position of the trust at 28 February 2005 and the results of its operations and cash flows for the year then ended in accordance with South African Statements of Generally Accepted Accounting Practice.

### **Unaudited supplementary information**

The supplementary information set out on pages 50 to 51 does not form part of the annual financial statements and is presented as additional information. We have not audited this schedule and accordingly we do not express an opinion on it.

### **PricewaterhouseCoopers Inc**

Chartered Accountants (SA)

Registered Accountants and Auditors

GAUTENG

25 May 2005

## Report of the Board of Trustees

### **Report of the Board of Trustees For the year ended 28 February 2005**

The trustees have pleasure in submitting the annual financial statements of the Nelson Mandela Foundation (NMF) for the year ended 28 February 2005.

#### ***General Overview***

Following his retirement from office as the first President of democratic South Africa, Nelson Mandela has resolved to continue his work in promoting peace, reconciliation and justice within South Africa, in other parts of the African continent and elsewhere in the world, as needs and opportunities may arise.

The Nelson Mandela Foundation has been established to provide an enabling framework for the actualisation of this vision. In support of this vision it is administered by an independent Board of Trustees.

#### ***Statement of Responsibility***

The Board of Trustees support the principles of openness, integrity and accountability. Fundamental to these principles, is an effective system of governance.

The annual financial statements are the responsibility of the trustees and this responsibility is fulfilled by establishing and maintaining accounting systems and practices which are adequately supported by internal control policies and procedures. These policies relate to duties of the Board of Trustees, together with specific delegation of authority to the various sub-committees and management.

The sub-committees, which include the Executive, Audit and Risk, Remuneration and the Investment and Endowment Committee, are all support structures to the Board of Trustees to ensure effective governance. The internal control processes of the Foundation are also regularly reviewed and reported on by Gobodo Internal Audit services. These governance structures are in place to ensure that risks facing an organisation of this nature are adequately mitigated and controlled.

#### ***Going Concern***

The financial statements have been prepared on the going concern basis, since the trustees have every reason to believe that the Foundation has adequate resources in place to continue in operation for the foreseeable future.

#### ***Use of Donations***

The use of donations received for the period under review reflects a reduction in the deployment of funds. This reduction is attributable to a strategic shift towards a catalyst operating model where services are subcontracted to influence our strategic interventions. This has resulted in payments to projects of R41.8m (2004: R63.8m). Seventy-three per cent of the project payments were allocated to the HIV and AIDS programme, and 21 per cent of the project payments were used for our work in education.



### ***Trustees***

The trustees in office during the year and up to the date of this report are:

Fraser-Moleketi, G J

Gerwel, G J

Ginwala, F N

Haysom, N R L

Kathrada, A M

Machel, G S\*

Maharaj, S R

Mandela, M P

Mandela, N R

Masekela, B J M

Mlambo-Ngcuka, P

Motlana, N H

Netshitenzhe, J K

Ramaphosa, C M

Ramphela, M A

Sexwale, T G

Sonn, A F

\*Mozambican nationality

### ***Post Balance Sheet Events***

No material fact or circumstance has occurred between the accounting date and the date of this report.

Although serving as trustees, the records at the Master of the Supreme Court were updated to reflect the additional trustees as at 31 March 2005:

Asmal, A K

Liebenberg, C F

Mabandla, B

Ntsebeza, D B

Sisulu, L N

Menell, I

Msimang, M

Ndebele, N S

Sangoni, C T

The Nelson Mandela Foundation together with the Nelson Mandela Children's Fund and the Mandela Rhodes Foundation form the three charitable organisations established in the Nelson Mandela name. These three charitable organisations are to be distinguished from the various private and family trusts. The two categories of organisations are not linked or in any way associated.

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## Balance Sheet

At 28 February 2005

	Notes	2005 R	2004 R
<b>ASSETS</b>			
NON-CURRENT ASSETS		17 987 572	19 333 765
Property, plant and equipment	2	3 450 514	4 796 707
Investment in subsidiary	3	14 537 058	14 537 058
CURRENT ASSETS		80 465 295	89 540 872
Accounts receivable*	4	3 633 206	15 604 804
Cash and cash equivalents	5	76 832 089	73 936 068
<b>TOTAL ASSETS</b>		<b>98 452 867</b>	<b>108 874 637</b>
<b>EQUITY AND LIABILITIES</b>			
EQUITY		65 711 396	71 733 976
Trust capital		1 000	1 000
Trust funds		65 710 396	71 732 976
CURRENT LIABILITIES		32 741 471	38 302 116
Accounts payable	6	1 945 231	3 350 605
Provision	7	792 666	313 887
Deferred grants:	8	30 003 574	34 637 624
– Designated grants		20 870 267	27 281 223
– Money held in trust		9 133 307	7 356 401
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>98 452 867</b>	<b>110 036 092</b>
* Comparative figures restated			

## Income Statement

For the year ended 28 February 2005

	Notes	2005 R	2004 R
<b>INCOME</b>		50 089 802	56 721 428
Grants received:*		49 531 044	56 430 149
– Designated grant		48 113 326	36 644 732
– General grants		1 417 718	19 785 417
Donations		558 758	291 279
<b>EXPENDITURE</b>		(59 288 532)	(91 668 909)
Operating expenses	9	4 942 335	16 672 317
Transfer payments on projects	10	41 856 051	63 861 073
Personnel remuneration		10 684 926	8 595 662
Auditors' remuneration	11	106 771	860 336
Depreciation		1 698 449	1 679 521
<b>Net loss before finance income</b>		(9 198 730)	(34 947 481)
Interest received		3 176 150	6 741 411
Total interest received		5 969 670	9 858 658
Less interest allocated to designated funds		(2 793 520)	(3 117 247)
Finance costs		–	(28 589)
<b>Net deficit for the year</b>		(6 022 580)	(28 234 659)
* Comparative figures restated			

## For the year ended 28 February 2005

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Annual Report 2005

## For the year ended 28 February 2005

Nelson Mandela Foundation | 41  
Annual Report 2005



## Notes to the Annual Financial Statements

For the year ended 28 February 2005

### 1. ACCOUNTING POLICIES

The financial statements have been prepared under the historical cost convention. The accounting policies are consistent with those applied in the previous year.

#### 1.1 Basis of presentation

The financial statements have been prepared in accordance with South African Statements of Generally Accepted Accounting Practice.

#### 1.2 Property, plant and equipment

All property, plant and equipment is initially recorded at cost. Depreciation on assets is calculated on a straight-line basis to reduce the assets to their residual values over their estimated useful lives as follows:

Computer equipment	3 years
Office equipment, furniture and fittings	6 years
Vehicles	5 years

#### 1.3 Investments

Investment in subsidiaries are recognised at cost less accumulated impairment losses.

#### 1.4 Recognition of income

Grants received are recorded as income once the conditions of the grants have been met.

Interest received is accounted for on an accrual basis and excludes that portion which relates to designated funds. Donations are recorded as income when cash is received.

#### 1.5 Financial instruments

Financial instruments carried on the balance sheet include cash and bank balances, investments, receivables and payables. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item.

##### *Cash and cash equivalents*

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held at call with banks and investments in money market instruments, net of bank overdrafts. Cash and cash equivalents are initially recognised at cost. Subsequently the cash and cash equivalents are measured at amortised cost.

##### *Financial liabilities*

Payables are carried at the cash value of the obligation.

#### 1.6 Provisions

Provisions are recognised when there is a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount of the obligation can be made.

# Notes to the Annual Financial Statements

For the year ended 28 February 2005

	Motor Vehicle	Computer equipment R	Office equipment, furniture and fittings R	Total R
<b>2. PROPERTY, PLANT AND EQUIPMENT</b>				
<b>Cost – 2005</b>				
Opening balance at 1 March 2004	–	4 493 749	2 562 040	7 055 789
Additions	151 200	60 963	298 316	510 479
Disposals	–	(447 688)	(61 254)	(508 942)
	151 200	4 107 024	2 799 102	7 057 326
Accumulated depreciation	(88 200)	(2 342 790)	(1 175 822)	(3 606 812)
Opening balance at 1 March 2004	–	(1 641 450)	(617 632)	(2 259 082)
Depreciation:				
Current year	(88 200)	(1 181 000)	(429 250)	(1 698 449)
Prior year correction	–	479 660	(128 940)	350 720
	63 000	1 764 234	1 623 280	3 450 514
<b>Cost – 2004</b>				
Opening balance at 1 March 2003	–	3 426 566	1 614 804	5 041 370
Additions	–	1 067 183	947 236	2 014 419
Disposals	–	–	–	–
	–	4 493 749	2 562 040	7 055 789
Accumulated depreciation	–	(1 641 450)	(617 632)	(2 259 082)
Opening balance at 1 March 2003	–	(290 085)	(289 475)	(579 560)
Depreciation	–	(1 351 365)	(328 157)	(1 679 522)
	–	2 852 299	1 944 408	4 796 707

## Notes to the Annual Financial Statements

For the year ended 28 February 2005

	2005 R	2004 R
<b>3. INVESTMENT IN SUBSIDIARY</b>		
<b>Unlisted investment</b>		
Avance Investment and Holding (Pty) Ltd	100	100
Shares at cost		
Loan	14 536 958	14 536 958
	14 537 058	14 537 058
The only asset of the wholly-owned entity is an office building with a cost value of R14 722 802 (book value: R14 194 424) constructed on land held under a 25-year lease. The land is leased from the City of Johannesburg Metropolitan Council by the company for 25 years, commencing on 1 February 2002. The lease will end on 31 January 2027. The City of Johannesburg Metropolitan Council has given the lessee an option to acquire the property from the 23rd year for an amount of R1 000. The option, if not exercised, will lapse on 30 November 2026. The property comprises Erf 1889 Houghton Estate, IR measuring approximately 6 821 square metres in extent and a portion of the remaining extent of Erf 1890 Houghton Estate, IR approximately 6 559 square metres in extent.		
The loan has no fixed repayment terms and is interest free.		
<b>4. ACCOUNTS RECEIVABLE</b>		
Prepaid expenses	6 741	78 574
Staff loans	–	9 649
Recoverable advances and other receivables	674 089	8 975
Sundry loan	–	195 637
Value added tax	2 952 376	–
Prior year adjustment: Grant received	–	15 311 969
	3 633 206	15 604 804
<b>5. CASH AND CASH EQUIVALENTS</b>		
Bank balances	878 155	848 162
Cash on hand	5 000	5 000
Short-term bank deposits:		
– Designated funds	19 702 573	24 995 408
– Trust funds	10 301 002	9 642 216
– General funds	45 945 359	38 445 282
	76 832 089	73 936 068

# Notes to the Annual Financial Statements

For the year ended 28 February 2005

	2005 R	2004 R
<b>6. ACCOUNTS PAYABLE</b>		
Accruals	1 897 515	2 141 434
Unknown deposits	47 716	47 716
	1 945 231	2 189 150
<b>7. PROVISION</b>		
Opening balance	313 887	195 692
Additional provisions	792 666	313 887
Utilisation during the year	(313 887)	(195 692)
Closing balance	792 666	313 887
This comprises leave to which employees are entitled. This provision is calculated based on the leave available to the employees at year-end as well as their basic salary.		
<b>8. DEFERRED GRANTS</b>		
Opening balance	34 637 624	47 647 416
Transfer to Walter Sisulu Trust Fund – Veterans Fund	(4 218 748)	–
Grants allocated to designated funds	44 904 504	18 132 326
Interest allocated to designated funds	2 793 520	3 117 247
Deferred grants recognised	(48 113 326)	(34 259 365)
Closing balance	30 003 574	34 637 624
<b>9. OPERATING EXPENSES</b>		
Administrative expenditure	4 942 335	9 696 906
Project-related costs	–	6 975 411
	4 942 335	16 672 317

## Notes to the Annual Financial Statements

For the year ended 28 February 2005

	2005 R	2004 R
<b>10. TRANSFER PAYMENTS ON PROJECTS</b>		
Love Life Project	10 000 000	10 000 000
HSRC Research	8 444 542	8 494 726
Video Vision	1 000 000	4 000 000
Mindset Logistics	1 262 363	16 204 734
ITEC – Library books	–	722 286
READ Education Trust – Library books	7 447 561	2 021 856
Tygerscapes – Memorial garden	–	851 694
Caversham Centre for Artist – Hour Glass	–	1 564 145
Nelson Mandela Children's Fund	–	12 000 000
Samora Machel Children's Fund	–	1 000 000
University of the North	2 057 816	752 620
Guide Star	165 590	–
Tshepang Trust	–	5 000 000
LaPostina – African Seminar Series	279 636	–
South African Council of Churches	933 161	–
Centre of Education Policy Development	279 690	–
Haberer CC	592 000	–
Orchre Media	644 124	–
Various small projects agents	926 180	–
Medecins Sans Frontieres	5 751 000	1 249 012
Centre of Memory	738 486	–
Founder's Office	1 333 901	–
	41 856 051	63 861 073
Funds raised by the founder in conjunction with other organisations are received and held on behalf of all beneficiaries by the Foundation. These funds are released to other beneficiaries by agreement between the affected organisations.		
<b>11. AUDITORS' REMUNERATION</b>		
Audit fees:		
– Prior year	106 771	442 538
– Interim	–	191 521
Fees for special services:		
– Prior year	–	134 286
– Interim	–	91 991
	106 771	860 336



# Notes to the Annual Financial Statements

For the year ended 28 February 2005

	2005 R	2004 R
<b>12. PRIOR YEAR ADJUSTMENT</b>		
During the prior year grants to the value of R15 311 969 that should have been recognised as income and accounts receivable were not recognised as such. The unaccounted grants resulted in the restatement of the opening balance of the accumulated surplus as follows:		
Gross amount	15 311 969	–
Tax effect	–	–
Net effect	15 311 969	–
<b>13. INCOME TAX</b>		
The trust is, in terms of section 10(1)(cB) of the Income Tax Act (Act no 58 of 1962), exempt from normal South African Income Tax.		
<b>14. NOTES TO THE CASH FLOW STATEMENT</b>		
<b>Cash generated by/(utilised in) operating activities</b>		
Net (loss)	(6 022 580)	(28 234 659)
Adjustments for:		
– Depreciation	1 698 449	1 679 521
– Interest paid	–	28 589
– Interest received	(3 176 150)	(6 741 411)
– Leave provision	478 779	118 195
– Loss on sale of fixed assets	143 893	–
	(6 877 609)	(33 149 765)
Movements in working capital:		
– Decrease/(Increase) in accounts receivable	11 971 598	(200 617)
– (Decrease) in payables and deferred grants	(6 039 424)	(13 961 988)
	(945 436)	(47 312 370)

## Notes to the Annual Financial Statements

For the year ended 28 February 2005

### 15. RELATED PARTY TRANSACTIONS

Avance Investment and Holding (Pty) Ltd (incorporated in South Africa) is a wholly-owned entity of the trust. The trust uses the investment property held by the company as its administrative headquarters. The trust in turn accepted the responsibility to reimburse the company with costs reasonably incurred in connection with the building involved.

Including Avance Investment and Holding (Pty) Ltd, the following other transactions were carried out with related parties:

Investment in wholly-owned entity

14 537 058      14 537 058

Transfer payments to other related parties:

– Nelson Mandela Children's Fund

–      12 000 000

– Samora Machel Charity Trust

–      1 000 000

Advances made to related parties (included in accounts receivables):

– Machel Family

21 120      –

– Nelson Mandela Family

298 286      –

### 16. RETIREMENT BENEFITS

As at 28 February 2005, 38 people were employed by the trust. The trust contributes to a defined contribution plan for some of the employees. The total contribution for the year amounted to R1 084 485 (2004: R368 507). The trust has no further obligation to provide retirement benefits to its employees.

# Notes to the Annual Financial Statements

For the year ended 28 February 2005

	Payable not later than 1 year	Payable later than 1 year	Total Payable
	R	R	R
<b>17. COMMITMENTS</b>			
17.1 South African Council of Churches (SACC)	373 264	–	373 264
17.2 Medecins Sans Frontieres (SA)	3 250 988	–	3 250 988
17.3 Human Science Research Council	4 798 000	–	4 798 000
17.4 Guide Star	74 000	–	74 000
17.5 Centre for Education Policy Development	703 698	–	703 698
17.6 Self Empowerment International	565 070	–	565 070
17.7 University of Fort Hare	8 200 448	133 000	8 333 448
17.8 CIVICUS	883 418	–	883 418
17.9 Primedia Limited/Sangoni Primary School	2 600 000	–	2 600 000
<b>Total commitments</b>	<b>21 448 886</b>	<b>133 000</b>	<b>21 581 886</b>

## Annexure A

### Donations Received Schedule

As at 28 February 2005

	Amount received R	Transfer from deferred grants R	Unexpended grants – transferred to deferred grants R	Net grants recognised R
<b>DESIGNATED</b>				
<b>Designated to health and education</b>	49 736 461	39 688 374	49 749 342	39 675 493
Better World Funds – Education	57 735	359 563	57 735	359 563
Multichoice	619 091	601 293	619 091	601 293
Microsoft SA	110 775	–	110 775	–
Vodacom Group (Pty) Ltd	781 760	4 560 000	781 760	4 560 000
EMB Finland	232 500	163 055	232 500	163 055
High Commission for India	1 000 000	–	1 000 000	–
Primedia Limited	3 000 000	–	3 000 000	–
Friends of Nelson Mandela Foundation (US)	43 828 158	28 966 602	43 828 158	28 966 602
General Health Funds	89 775	–	–	89 775
Netherlands Embassy – HIV	–	69 512	–	69 512
Oprah Winfrey – Children Activities	–	745 334	–	745 334
French Health	–	2 917 768	–	2 917 768
GSK Mankahlana	–	137 823	–	137 823
Cell C – HIV	–	303 508	–	303 508
Daniel Lenihan – Education	–	94 181	–	94 181
Cosgrave Developments – Education	–	188 363	–	188 363
Wingate – Education	–	579 702	–	579 702
Macsteel Holdings	–	–	8 497	(8 497)
Radisson SAS	–	–	2 996	(2 996)
General Health Funds	–	1 671	89 775	(88 104)
General Education	16 667	–	18 055	(1 388)
<b>Designated to learning and innovation</b>	298 759	112 889	298 759	112 889
Rockefeller Foundation	298 759	112 889	298 759	112 889
<b>Designated to annual lecture</b>	3 970 476	8 039 944	3 970 476	8 039 944
Department of International Trade and Development	2 313 591	7 407 301	2 313 591	7 407 301
Department of International Trade and Development – Seminar Series	–	376 780	–	376 780
Ford Foundation	656 885	–	656 885	–
SAP Africa	1 000 000	255 864	1 000 000	255 864

## Annexure A

### Donations Received Schedule

As at 28 February 2005

	Amount received R	Transfer from deferred grants R	Unexpended grants – transferred to deferred grants R	Net grants recognised R
<b>Designated to other projects</b>	6 210 779	285 000	6 210 779	285 000
MOTT Foundation – Leadership Bursary Program	293 279	–	293 279	–
BP South Africa – Mitchells Plain	5 917 500	285 000	5 917 500	285 000
<b>Other (undesignated)</b>	1 417 718	–	–	1 417 718
British Red Cross	119 199	–	–	119 199
Liberty Group	50 000	–	–	50 000
Kyung Hee University – Manhae Award	328 715	–	–	328 715
Coca-Cola Company	350 000	–	–	350 000
World Organisation of the Scout Movement	269 687	–	–	269 687
Comparex Africa	25 000	–	–	25 000
American AFL-CIO	250 000	–	–	250 000
Various other small donations	25 117	–	–	25 117
	61 634 192	48 126 207	60 229 354	49 531 044





Merlyn van Voore



Samuel Madimetja



Ntsika Dlamini



Gloria Jafta



Kenny Boshego



Archie Dlangalala



Xoliswa Ndoyiya



Elina Ndlovu



Maretha Slabbert



Purity Potgieter



Anthea Josias



Zelda La Grange



Johannes Ditabo



Vimla Naidoo



Heather Henriques



Sarah Mabuela



Ethel Arends



Mabel Kgagara



Sunée Rautenbach



Connie Motshumi



Molly Loate



Kathy Ndebele



Jackie Maggot



Tim Scholtz



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