

NELSON MANDELA
FOUNDATION

ANNUAL REPORT

MARCH 2012 - FEBRUARY 2013



NELSON MANDELA
FOUNDATION

Living the Legacy

Our evolution

1990

Mr Nelson Mandela is released after over 27 years in prison.

1994

Mr Mandela becomes South Africa's first democratically elected president.

1999

Mr Mandela steps down as president.

The Nelson Mandela Foundation is established and houses Mr Mandela's personal office. It implements a wide range of development projects, including education and health infrastructure.

2002

The Nelson Mandela Foundation moves to its current premises.

2004

Mr Mandela retires and famously says, "Don't call me, I'll call you."

He inaugurates the Nelson Mandela Centre of Memory project. The Nelson Mandela Foundation begins process of consolidation from project implementer to enabler and facilitator.

2008

Mr Mandela says at his 90th birthday concert in London, "It is time for new hands to lift the burdens. It is in your hands now."

2009

The first Nelson Mandela Day is launched.

The United Nations General Assembly declares, by unanimous resolution, 18 July as Nelson Mandela International Day.

2011

The Nelson Mandela Foundation enters the final phase of its transition; the Nelson Mandela Centre of Memory becomes the Foundation's physical home.

Our vision

A society which remembers its pasts, listens to all its voices, and pursues social justice.

Our mission

To contribute to the making of a just society by keeping alive the legacy of Nelson Mandela, providing an integrated public information resource on his life and times, and by convening dialogue around critical social issues.

Our core work

The Nelson Mandela Foundation delivers to the world an integrated and dynamic information resource on the life and times of Nelson Mandela, and promotes the finding of sustainable solutions to critical social problems through memory-based dialogue interventions.

Our slogan

"Living the legacy"

Our spiral

The spiral, which in many ancient societies symbolised constant renewal, simultaneously represents the centring of memory, disseminating of information and widening impact in the world, which is at the heart of our work.

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Message from the Chairman of the Board of Trustees

Professor Njabulo Ndebele



The Nelson Mandela Foundation aims to promote the legacy of its Founder by contributing to the growth of social justice and the building of democracy. It does so by using “memory” and “dialogue” as integrated resources. In this endeavour we seek to work closely with our sister organisations, the Nelson Mandela Children’s Fund and The Mandela Rhodes Foundation.

The Foundation faced a number of challenges in the 2012/13 financial year. The refurbishment of the Foundation’s premises – designed to transform the building from private office space to a dynamic public facility – progressed well, but created numerous impediments to daily activity at the Foundation. Our Founder’s frequent poor health sapped morale, and the intense media attention stretched resources. The lowest moment for us was undoubtedly in December 2012 with the untimely death of my predecessor as Chairman, Professor Jakes Gerwel. He had been at the helm since the organisation’s founding in 1999, and his loss has been felt keenly.

Nonetheless, as this Annual Report demonstrates, 2012/13 was an extremely successful year for the Foundation. We succeeded in achieving high levels of delivery across all our line function platforms and introduced exciting new delivery modes. Our partnership with the Google Cultural Institute created a robust online facility for the sharing of digital archival content with global audiences. We were to receive 875 139 visitors to our website. Our youth leadership training partnership with Life College enabled us to reach over 20 000 young South Africans with the ethical content of Nelson Mandela’s legacy.

We will be working hard in the next three years to develop a more sustainable financial model for the organisation. This will require us to devise the best strategies to achieve even more programme success in the post-2008 global funding squeeze for donor-dependent non-profit organisations. Our work has growing and measurable impact. A five-year (2013-2018) strategic plan will shape and focus our endeavours.

On behalf of our Board of Trustees, I would like to thank all our donors and partners for their continuing support. I am grateful to my fellow trustees for their commitment through a challenging year. Heartfelt thanks to our staff, who have endured a punishing year during the building refurbishment and have maintained good humour and dedication.

Finally, from all of us, we wish our Founder peace and rest.

A statue of Nelson Mandela in a dark suit, white shirt, and patterned tie, with his right arm raised in a fist. The background is a dark red with a pattern of concentric, slightly wavy lines. The text is overlaid on the right side of the image.

Contributing to the growth of social justice and the building of democracy

Chief Executive's Review

Achmat Dangor



For the Nelson Mandela Foundation, 2012/2013 was a year of great challenge and of great achievement. The lowest moment was undoubtedly in December 2012, with the untimely death of our Chairman Professor Jakes Gerwel. The almost year-long refurbishment of the Foundation's building at 107 Central Street, Houghton, not surprisingly curtailed many activities and presented a number of difficulties for the organisation. On the other hand, 2012/2013 saw the Foundation fully launched into the age of digital information delivery, and undertaking a wide range of professional programmes and projects successfully.

The business plan for 2012-2013 was crafted in relation to the Nelson Mandela Foundation's five year (2007-2012) strategic plan for making the Nelson Mandela Centre of Memory the core business of the organisation. Strategic focus was provided by the only incomplete elements of the five year plan – full testing of the restructured staff establishment, the customising of a permanent physical home to be the Centre of Memory, and securing of full functionality for the digital Mandela Portal. In the report period the following processes were prioritised:

- The all-embracing restructuring exercise of 2011-2012 was consolidated. In particular: the functioning and articulation of the two new line function programmes were monitored, the last remaining loose threads from the retrenchment process were tied up, and a functional/structural/performance review process completed.
- Full funding for the refurbishment of the 107 Central Street building was secured from the National Lottery of South Africa, and a three-phase process adopted for the period May 2012 to June 2013. The primary objective of the refurbishment is to convert the building from Nelson Mandela's post-presidential office into a public facility, the Centre of Memory, with customised permanent exhibition, reading-room and archival storage areas. Good progress has been made, with the third phase well under way at the end of the report period and June 2013 the target date for completion. While the construction work did not necessitate vacation of the premises, it impacted severely on the daily activities and operations of the Foundation. All archival collections had to be moved into off-site storage for most of the report period.
- Development of the Mandela Portal received sustained attention. A robust digitisation programme in partnership with Google was taken to the next level, with all our Founder's personal papers being digitised, the uploading of significant Foundation content onto the new Google Cultural Institute platform, and the inauguration of collaboration with the National Archives on special projects. Foundation web-based platforms continued to grow exceptionally well, with the social media (Facebook, Twitter, Flickr and YouTube) platforms growing exponentially.

Significant progress has been made in establishing the Nelson Mandela Foundation as a world-class memory and dialogue institution

The processes outlined above absorbed considerable time and energy for the Foundation. Nonetheless, the line function programmes were able to meet their core function delivery targets, and a number of other highlight achievements were accomplished:

- The Foundation convened or hosted a wide range of dialogue interventions addressing critical social issues, notably (with partner institutions) a number of dialogues on proposed new legislation addressing aspects of access to information in South Africa and a major conference on the state of the archive in collaboration with the Nelson Mandela Museum (Mthatha) and the African National Congress.
- The highly successful 10th Nelson Mandela Annual Lecture, addressed by Ms Mary Robinson in the Cape Town City Hall, was the first to be hosted outside Johannesburg.
- The fourth annual Nelson Mandela International Day was again an enormous success.
- The Foundation worked closely with the University of Cape Town in managing the joint Archival Platform project through its third year of operation. This project creates a virtual information and dialogue space for South Africa's memory sectors. The Platform has drawn over 200 institutions into a growing network.
- A partnership with Life College provides a means to promote Nelson Mandela's legacy amongst young people in the context of focused leadership training. After a period of programme development in 2011, roll-out began in 2012. Thus far over 20 000 university, college and high school students have been reached.
- Research supported a number of outreach projects and publications, most notably: a paperback version of *Nelson Mandela by Himself: The Authorised Book*

of Quotations (PQ Blackwell); a new version of *Nelson Mandela by Himself: The Authorised Book of Quotations* (PQ Blackwell) was developed with the title *Notes to the Future*; and a new edition of *Nelson Mandela: The Authorised Comic Book* (with a guide for teachers) was published.

Governance and support

The line function programme heads report to the Chief Executive, who in turn reports to the Board of Trustees. The Board meets quarterly, its Audit and Risk Committee three times a year, and its Investment Committee as and when necessary. The programme heads are supported and advised by the Foundation's senior management team (on which they serve and which meets weekly), and are given strategic direction by the Board. Weekly team meetings promote monitoring and coordination. Board member Mr Ahmed Kathrada is a special adviser on research and archive, and a Board sub-committee supports selection of the speaker for the Nelson Mandela Annual Lecture.

The 2011-2012 restructuring process identified the human resources function as one to be outsourced. By the end of the report period an appropriate service provider had been appointed. The Founder's Office was downscaled dramatically.

The Foundation supported relationships with over 40 organisational donors in the report period, attracting two significant new donors – the National Lottery of South Africa, which invested R12-million in the refurbishment of the Foundation's building, and Sunderland Association Football Club, which committed to a continuing collaboration designed simultaneously to enhance the Club's programmes, promote Nelson Mandela's legacy, and resource the Centre of Memory. The former investment meant

that the Foundation did not have to draw down from its endowment to fund a capital development. With the support of the King Baudouin Foundation, the Foundation has partnered with Cadence Communications in the USA to promote advocacy and investment in its work in the US market, the promise of which was illustrated in an event led by President Bill Clinton in New York which attracted the interest and support of new donors.

Online giving platforms have been launched to support individual giving both in the USA (Network for Good) and in South Africa (GivenGain), and options for the purchase and implementation of a sophisticated Customer Relations Management database are being reviewed. A Donor Event hosted in May acknowledged and celebrated the support the Foundation and its Centre have been able to attract from a diverse donor base within and outside South Africa.

Conclusion

Significant progress has been made in establishing the Nelson Mandela Foundation as a world class memory and dialogue institution. The key challenges in the immediate future are: to open the Centre of Memory as a public facility and to manage the attendant challenges; to develop a new five-year strategic plan which will guide the Foundation into the future; and to find a sustainability model that will address the post-2008 global funding realities for donor-dependent non-profit organisations. The Foundation is well positioned to address these challenges successfully.

I wish to thank our donors and partners, who have supported us through a particularly challenging year. Our Board has been a constant source of wisdom and strength. I am especially grateful to Professor Njabulo Ndebele, who took the helm when we lost Professor Gerwel. And a final word of thanks to our staff, who ultimately make it all possible.

The year at a glance



From left: Graça Machel, Mary Robinson, Patricia de Lille and Prof. Jakes Gerwel at the 10th Nelson Mandela Annual Lecture



Construction continues at our customised archive facilities



Mary Robinson, former President of Ireland, contributes to Mandela Day in South Africa



The Finnish Minister of European Affairs and Foreign Trade, Dr Alex Stubb (fourth from left), visits the Centre of Memory with his delegation



Former US President Bill Clinton hosts a trustees gala dinner in New York



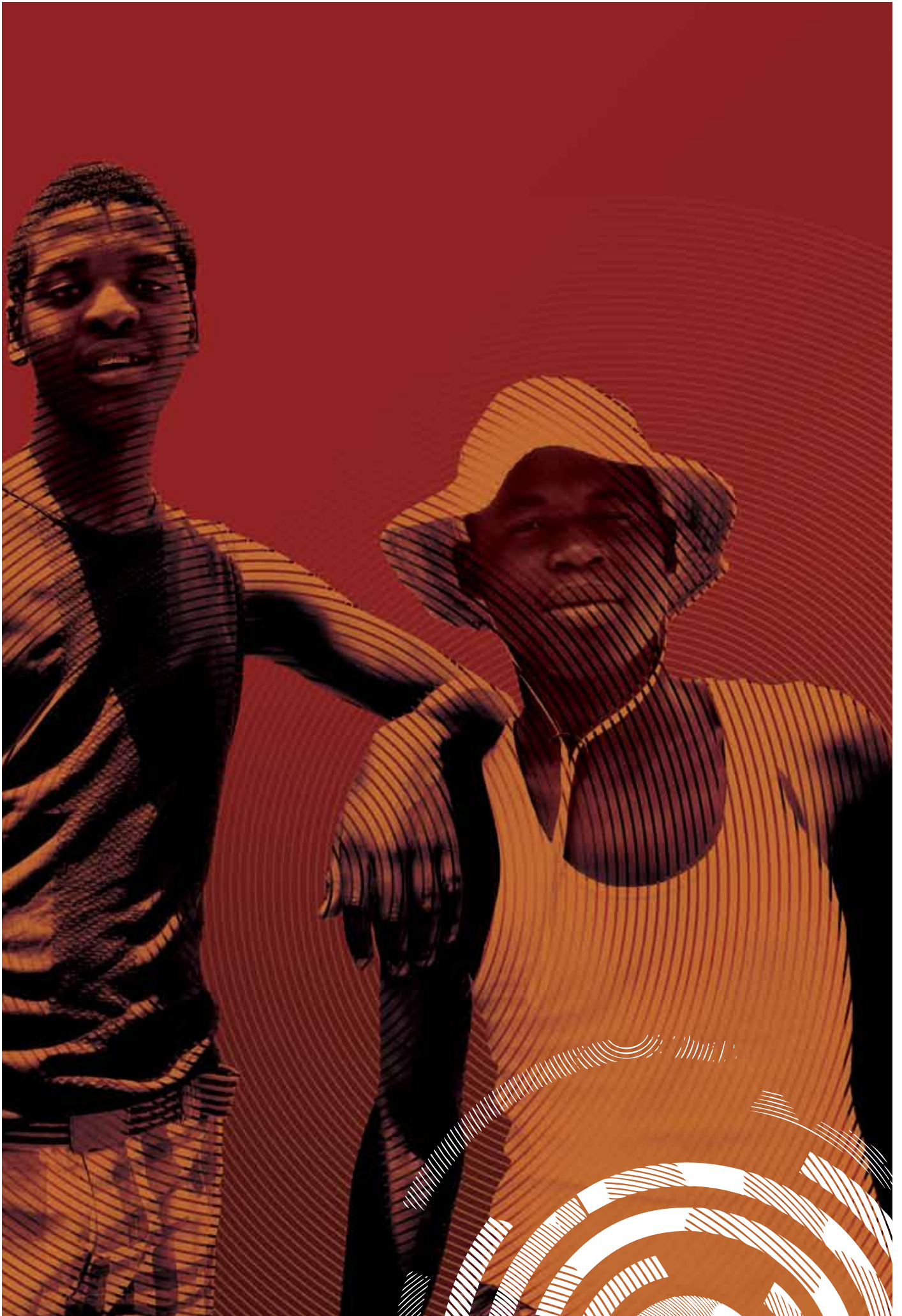
Bonang Matheba, Mandela Day brand ambassador



Mary Robinson and Graça Machel at a dialogue at the University of Johannesburg



Trustees, Minister Sexwale and Irene Menell give Legacy Champion certificates to the Government of India and Vodacom



Programme Reports

Dialogue and Advocacy

The Foundation is committed to securing a dialogue component to all its work. This is regarded as a key value, rooted in Mr Mandela's legacy. In the report period, the strong advocacy dimension introduced in 2009 was maintained. During the report period numerous informal dialogues were conducted with stakeholder institutions. New working relationships were established, while those already in place were expanded and enhanced. All of these dialogues were informed by a strong element of advocacy. The following dialogues deserve special mention:

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- The Foundation participated in the Promotion of Access to Information Act (PAIA) Civil Society Network – a network of freedom of information organisations in South Africa.
- The Foundation was a partner in the national Archival Platform Project (see Annexure B of this Report).
- The Foundation was represented on the African National Congress (ANC) Centennial Archives Sub-committee, the Mandela Prison House Project (Cape Town) and the Howick Capture Site Reference Group (Pietermaritzburg).
- The Foundation met with and/or gave advice on request to the Canadian Truth and Reconciliation Commission, a group of Sri Lankan government representatives exploring a truth commission for their country (convened by the Institute for Democracy in Africa (IDASA)), the Albert Luthuli Foundation, the National Archives of South Africa and the Soweto Heritage Trust.

Five advocacy interventions were undertaken:

- The Foundation was actively engaged in public debates around the Protection of State Information Bill. In March it made verbal representations to Parliament's National Council of Provinces. Significant concessions in the drafting process were secured.

The Foundation was actively engaged in public debates around the Protection of State Information Bill

- The Foundation continued to conduct follow-up work in response to the Department of Justice's failure to provide access to records related to Mr Mandela (in response to a formal Promotion of Access to Information Act request).
- The Foundation monitored the Protection of Personal Information Bill, provided inputs to drafters, and published an analysis.
- The Foundation contributed to the We the People Project, an initiative of Media Monitoring SA designed to promote awareness of and support for South Africa's Constitution.
- Early in 2013 the National Archival Information Retrieval System failed. The Foundation harnessed the critique levelled at the system and lobbied key stakeholders to ensure that the system was restored within two weeks.

The following formal dialogue forums were co-convened by the Foundation:

- In partnership with the Nelson Mandela Museum, the Foundation co-convened the Legacies and the State of the Archive Conference in Mthatha.

In partnership with the Wits Institute for Social and Economic Research (WISER), the Foundation co-convened a seminar by American academic Ken Broun on the Rivonia Trial

- In partnership with the Constitution Hill Trust and the Constitutional Court, the Foundation co-convened a Conversation on the Constitution, to mark the 15th anniversary of South Africa's Constitution coming into operation.
- In partnership with the Institute for Security Studies, the Foundation hosted a focus group meeting to interrogate new draft enabling legislation for the National Prosecuting Authority's special unit, the Hawks.
- In partnership with Brand South Africa, the Foundation co-convened a dialogue between young South Africans and the Finnish Minister of European Affairs and Foreign Trade on the topic *Africa-European Relations: From Alienation to Co-operation*.
- In partnership with the Save Our South African Broadcasting Association (SABC) Campaign, the Foundation co-convened a dialogue with key stakeholders on the question of conversion to digital broadcasting.
- In partnership with the Wits Institute for Social and Economic Research (WISER), the Foundation co-convened a seminar by American academic Ken Broun on the Rivonia Trial.

In addition, the Foundation hosted meetings and forums of the following organisations:

- Ahmed Kathrada Foundation
- Council for the Advancement of the South African Constitution (CASAC)
- United World Scholarship Trust
- Writers' Association of South Africa

Team members contributed to professional publications and delivered papers at gatherings in Canada, France, Scotland, South Africa and the United States. Sello Hatang was invited by Interfaith Scotland (formerly the Scottish Inter Faith Council – a national organisation funded by the Scottish government to promote dialogue, social justice and community engagement across the whole of Scotland) to speak at the national Holocaust Memorial Day commemorations. The theme of the commemorations was *Communities Together: Build a Bridge*, and the objective was to remember all victims of Holocausts and hatred. The Foundation was invited because 2013 marked the 20th anniversary of Nelson Mandela's visit to Glasgow. During his visit Mr Hatang addressed schools (in person and through a live broadcast to schools in Glasgow), as well as community meetings in both Glasgow and Edinburgh.

The Nelson Mandela Annual Lecture



Former President of Ireland Mary Robinson delivered the 10th Annual Lecture



Prof. Jakes Gerwel introduces the speaker at the 10th Annual Lecture



Achmat Dangor, outgoing CEO of the Foundation



Patricia de Lille, Mayor of Cape Town

The 10th Nelson Mandela Annual Lecture was delivered on 5 August 2012 in the Cape Town City Hall by Ms Mary Robinson, renowned international human rights activist and former President of Ireland. This Annual Lecture was significant for multiple reasons: it was the tenth in the series, the first to be hosted outside of Johannesburg, timed to coincide with

the 50th anniversary of Nelson Mandela's capture in 1962, and convened at the site of Mandela's first speech after his release from prison in 1990. The Lecture was attended by an audience of over 1 000 people and was broadcast by the SABC.

In addition to the Annual Lecture, Ms Robinson engaged in Mandela Day

activities in Guguletu and Soweto, and participated in a number of formal dialogues. This included a conversation with Ms Graça Machel and Dr Brigalia Bam, hosted by the University of Johannesburg, a dialogue with students and faculty at the University of Pretoria, and a conversation with Jay Naidoo and Emma Mashinini at the Gordon Institute of Business Science.

The Virtual Archive

Unlike most conventional archives, the Nelson Mandela Foundation's Centre of Memory is not defined by the custody of physical collections, although these are substantial and growing. The Mandela Archive is infinite, fragmented, and scattered both geographically and institutionally. It is neither the intention of the Foundation, nor its mandate, to bring all these materials into a single physical collection. Rather, the aim is to document this vast resource, facilitate access to it, and promote its preservation and use.

platforms; and the retention of intellectual property by Mr Mandela, the Foundation and other rights-holders.

The pilot project (the first phase of the project) was completed in March 2012, and in that month the Nelson Mandela Digital Archive was launched at a major event in Johannesburg, hosted by the Foundation. In the months following, the Archive's content was prepared for conversion to the new Google Cultural Institute platform (the second phase of the project).

The National Archives holds substantial collections related to the life and work of Nelson Mandela

The most important tool in achieving this objective is web-based technology. The Foundation has conceptualised a multi-layered virtual archive (portal) accessible through the Foundation's website (www.nelsonmandela.org). The following key design elements define the format that the portal takes – a surface layer of stories and information; databases providing dense description of materials; linkages to actual materials, to other sites and to different layers within the site; digitised materials, from hard copy to moving images; and social media that relate to each of these elements in turn. Through the report period each of the portal's design elements received sustained attention, although the focus was on digitisation.

From May to August 2012, with the support of two North American interns hired for this purpose, a new layer of materials, fully wrapped in metadata and contextualised with narrative, transcription and translation, was prepared for simultaneous uploading to the Nelson Mandela Digital Archive and the new Cultural Institute platform in October.

The Foundation's digitisation project is being undertaken in partnership with Google. Start-up of the Google Cultural Institute in 2012 impacted on the nature and legal underpinning of the partnership, resulting in a long but mutually satisfying negotiation process. The digitisation model exemplified by the partnership rests on three pillars: investment by Google in the broader work of the Foundation; delivery of rich and diverse Nelson Mandela content, free of charge, on Google

The National Archives holds substantial collections related to the life and work of Nelson Mandela. For a range of complex historical and other reasons, the National Archives has until now not undertaken any systematic digitisation of its material and has discouraged any digitisation projects until the adoption of a national digitisation policy. The Foundation has participated in processes designed to realise such a policy, and kept the National Archives informed of developments with its Google project. After the highly successful public launch of the Nelson Mandela Digital Archive, the National Archives approached the Foundation for assistance with a digitisation project. This related to a substantial accumulation of records (the so-called Yutar Papers) on the Rivonia Trial. Under the oversight of the Foundation, these records were digitised by a service provider; while National Archives staff were provided with elementary training in digitisation, and a plan was adopted for a joint project to capture metadata and make the collection web-accessible.



The Nelson Mandela Digital Archive was launched in the Centre of Memory auditorium



From left: Achmat Dangor, Minister Paul Mashatile, Minister Naledi Pandor, and Foundation and Google team members

Website management continued to receive sustained attention. Monthly meetings with the service provider ensured close monitoring and continued enhancement of the website's functionality. The website was subjected to review and a new design adopted to represent the restructured Nelson Mandela Foundation, and to accommodate the layer of digitised materials emanating from the Google

partnership. Implementation took place simultaneously with the launch of the Nelson Mandela Digital Archive. The site now has full portal functionality, and is being developed as the Nelson Mandela Portal. The portal has established itself as one of the most trusted and widely used Internet resources for research on the life and times of Nelson Mandela. Use of the site in the report period showed strong growth

(for more detail see Annexure A). In 2011 it was decided to engage four social networking media: Facebook, Flickr, Twitter and YouTube. All four platforms were integrated into the portal, and traffic has been extensive – Facebook followers number well over a million, Flickr channel views are over 12 000, Twitter followers over 380 000, and YouTube channel views exceed 150 000.

**Former prison warder
Jack Swart
made his collection
of Mandela-related
materials available
to the digitisation project**

Collections

As was explained above, the Nelson Mandela Foundation does not aim to be the custodian of a host of physical collections. Nevertheless, the gift and award collections continued to grow, more Foundation organisational records were added to the archive, and a number of significant accessions were acquired. For example, two small collections of anti-apartheid materials from the Netherlands, and one from former International Red Cross (IRC) official Jacques Moreillon relating to IRC visits to political prisoners in South Africa during the apartheid era, were acquired.

More Foundation organisational records were added to the archive, and a number of significant accessions were acquired

Capacity constraints made proactive acquisitions impossible and limited collections processing. The focus in 2012 was the refurbishment of the building, and progress can be reported in the following areas:

- Two customised archival storage rooms were created on the lower ground floor.
- All collections housed in the Centre of Memory were boxed, listed and secured in temporary off-site storage for the duration of the construction work.
- The collections are now in the process of being returned to the Centre and placed in the new facility.

The following processing-related work was undertaken during the report period:

- The digitisation of Mr Mandela's private papers was completed with the scanning of the Burundi collection. Former prison warder Jack Swart made his collection of Mandela-related materials available to the digitisation project – these were scanned and processed. For an account of the joint project with the National Archives on Rivonia Trial-related records, see the previous section of this Report.
- The transcription of the Kathrada and Stengel audio collections was completed.
- The Resource Centre was discontinued as a result of the broader organisational change management process outlined in section 1 of this Report. All Resource Centre content was subjected to quality control review by an external expert, then boxed and placed in temporary off-site storage. When the building refurbishment is complete, this content will become part of the new reading-room facility planned for the Centre of Memory.
- The film and video collection is in the custody of Imani Media, and a special project to digitise and catalogue a small BBC VHS collection was completed.

- Routine metadata capture for digitised materials was pursued – over 1 200 data records were captured.

- Databases and other web-accessible resources were regularly updated.

Special Outreach Projects

Mindful of the future strategic focus on content delivery, the Foundation consolidated a range of partnerships designed to test potential new delivery platforms:

- The concept of remote physical 'windows' for the Foundation has been explored for several years, and during the report period progress was made on a number of fronts – a formal agreement was entered into with the Museum for African Art (New York) to enable the opening of a Foundation window in the museum's new building, and a range of related public programming

The Foundation worked closely with the University of Cape Town in managing the joint Archival Platform project through its third year of operation

was initiated; discussions continued with the City of Cape Town and The Mandela Rhodes Foundation with a view to securing a Foundation presence in the historic Cape Town City Hall; and the Foundation participated in planning for a visitor centre at the site of Mr Mandela's capture in 1962, outside Howick.

- The Foundation worked closely with the University of Cape Town in managing the joint Archival Platform project through its third year of operation. This project creates a virtual information and dialogue space for South Africa's memory sectors. The Platform has drawn over 200 institutions into a growing network. For a fuller account, see Annexure B.

- A partnership with Life College provides a means to promote Nelson Mandela's legacy among young people in the context of focused leadership training. After a period of programme development in 2011, roll-out began in 2012. Thus far, over 20 000 university, college and high school students have been reached.



Gert Johan Coetzee, Danny K, Bonang Matheba and ProVerb at the launch of Nelson Mandela International Day in Soweto

- The Nelson Mandela Day campaign was introduced in 2009 and aims at building cultures of service in communities around the world, and providing an instrument for ensuring that the Mandela legacy remains a living one. In the following year the United Nations introduced 18 July as Nelson Mandela International Day, and the campaign has become a major success, with substantial and growing impact globally. The demand placed on the Centre during the report period by Mandela Day-related activities and projects was immense. This took the form of providing institutions with information on Mr Mandela, giving access to images, contributing speakers at events, and delivering invitation and media liaison services for certain events. Mandela Day has now emerged as a significant platform for delivering rich content on the life and times of Nelson Mandela. See the next section of this Report for a more detailed account.

Exhibitions



Refurbishment continues at the Foundation premises in Houghton, Johannesburg

The Foundation continued to generate exhibitions and to test different partnerships, models and audiences. The major focus in the report period was in two areas:

- The development of a permanent exhibition on the life and times of Nelson Mandela for the refurbished upper level of the Centre of Memory. To include what was Nelson Mandela's office from 2002 to 2010, this exhibition is planned for public launching in November 2013.
- The curation of virtual exhibitions in partnership with Google – see the Virtual Archive section of this Report.

Developments regarding existing exhibitions included the following:

- The Foundation's first exhibition, *466/64: A Prisoner Working in the Garden*, launched jointly with the National Archives,

remained as a permanent feature of the Constitution Hill precinct, located there in the Mandela Cell.

- The Mandela Archives display at the Red Location Museum in Port Elizabeth remained in place.
- The Nelson Mandela Academic Hospital in Mthatha retained the exhibition developed for Mandela Day 2010.
- The major exhibition *Mandela* remained on display in the Apartheid Museum throughout the year, where it is viewed by an average of 800 people a day. The Foundation provided substantial support for the renewal of the exhibition, and the development of education programmes. A new version of the exhibition is being created for launching in Paris in May 2013.

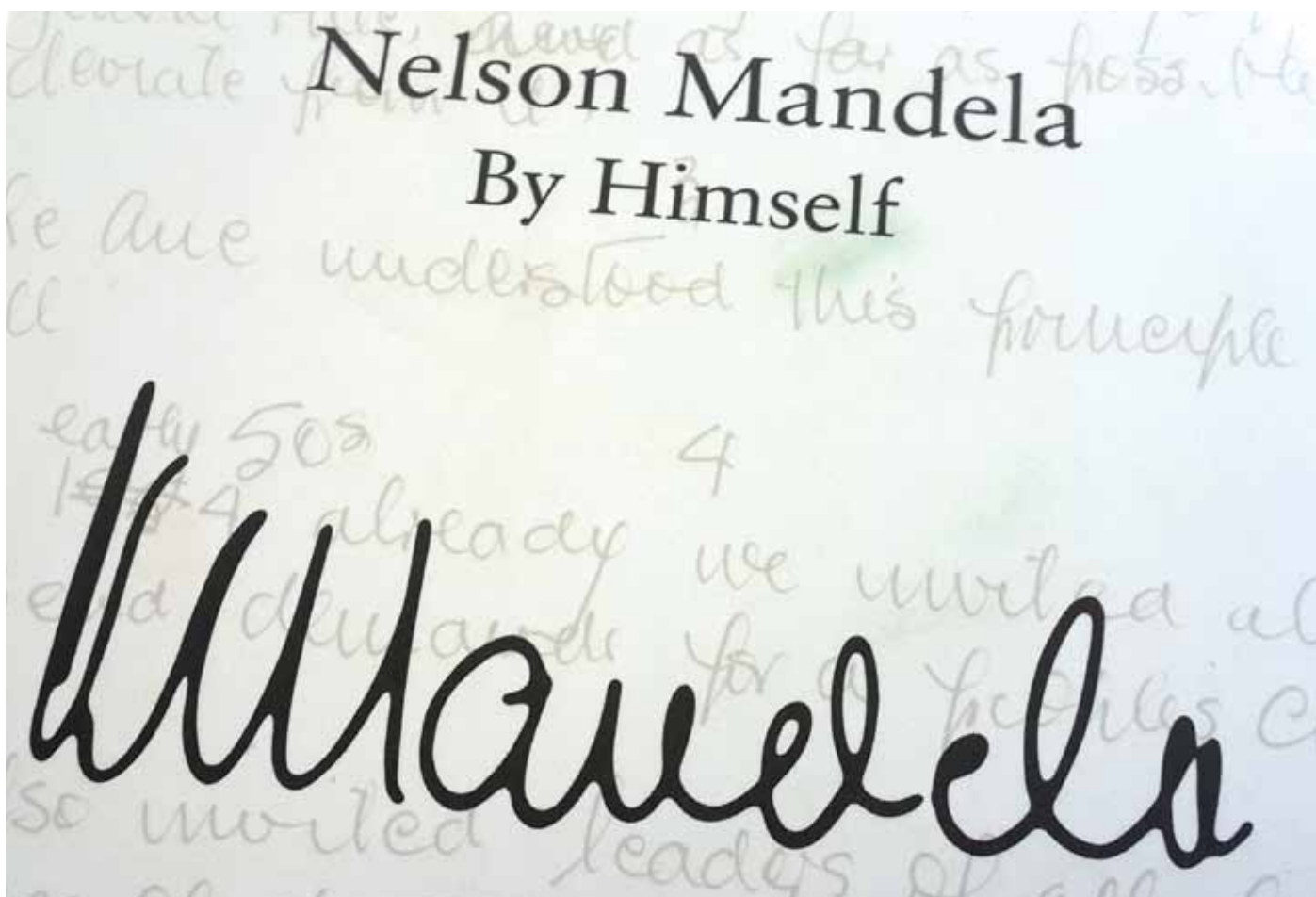
The Foundation's temporary exhibition

space had to be closed for refurbishment in May 2012. In the period March to May, an interactive exhibition showcasing the Nelson Mandela Digital Archive was on display. It was also put on display in East London in October 2012, at the National Heritage Council Archives Conference.

The exhibition *Remember Africa: Robert Mangaliso Sobukwe*, developed by the Foundation in partnership with the Sobukwe Trust, was on display at Constitution Hill before being donated to the Trust.

A small exhibition of Peter Magubane photographs was curated for display at both the ANC Policy Conference in June, and the Congress of South Africa Trade Unions (Cosatu) National Congress in September. It, together with the Digital Archive exhibition (see above), was displayed at the ANC's Elective Conference in Mangaung in December 2012.

Publications



A paperback version of *Nelson Mandela by Himself: The Authorised Book of Quotations*

Books about or related to Nelson Mandela constitute a substantial industry. The Nelson Mandela Foundation's publications programme was inaugurated in 2005 with the publication of *A Prisoner in the Garden: Opening Nelson Mandela's Prison Archive*. The Foundation seeks to support or deliver quality publications in areas that are underrepresented. Three areas are prioritised: deep archival research aimed at delivering archival materials in marketable form, thereby "taking archives to the people"; narratives and materials designed specifically to reach young people; and projects aimed at foregrounding the "hidden voices" in Mr Mandela's life. The programme is supported by the Foundation's

in-house research capacity, informed by extraordinary access to archival materials, and is shaped by public education rather than commercial imperatives.

The Foundation worked on three publications in the report period:

- A paperback version of *Nelson Mandela by Himself: The Authorised Book of Quotations* (PQ Blackwell) was published in French, Portuguese and Spanish, and rights were negotiated for a Korean edition. In addition, a new version of *Nelson Mandela by Himself: The Authorised Book of Quotations* (PQ Blackwell) was developed with the title *Notes to the Future*, for publication in the United

States. This version was also published in Italian and the rights were sold to publishers in Brazil and Germany.

- A new edition of *Nelson Mandela: The Authorised Comic Book* (with a guide for teachers) was published.

- Preliminary work is far advanced on publication of a collection of archival records related to the overlapping prison experiences of Nelson and Winnie Mandela – see next section of this Report.

In the report period the Foundation published its Annual Report for 2011-2012, and developed and published a new publicity brochure for the Foundation.

Research

During the report period the Foundation fielded thousands of enquiries about Mr Mandela, about archival sources, access to materials, and use of Mr Mandela's intellectual property. The Foundation constitutes a one-stop shop for all such enquiries, whatever their origin. The Foundation also ensured dedicated research support to the programmatic functions detailed elsewhere in this Report. In the lead-up to the 4th Nelson Mandela International Day numerous organisations, ranging from the United Nations to the

Most of the Foundation's research capacity was directed at the needs and priorities of the digitisation project and the new permanent exhibition. Nonetheless, four special research projects were undertaken:

- The major archive documenting South Africa's Constitutional Assembly from the mid-1990s, located in the archive of Curious Pictures, was fully catalogued.
- The third phase of the Mandela Prison Files Project, which involves the detailed arrangement and checking of Mr Mandela's incoming and outgoing correspondence, was nearing conclusion.

- The Prison Warder Research Project was taken forward and linked strongly with the digitisation project. Former warder Jack Swart became the subject for a research project, which included oral history, archival research, digitisation and virtual exhibition elements.

- The Foundation is working with Winnie Madikizela-Mandela on a collection of archival records documenting her arrest and detention. *491 Days: Prisoner Number 1323/69*, by Ms Madikizela-Mandela, is the working title of a book to be published in August 2013 with the research assistance of the Nelson Mandela Foundation. The project draws on the journal that Ms Madikizela-Mandela wrote during her longest and most harrowing period of detention (from 12 May 1969 to 15 September 1970), which has been returned to her after four decades. She lodged the papers for safekeeping with the Foundation's Centre of Memory and asked for assistance in creating a book. We have included archival letters from Nelson Mandela to her and others, such as family members and apartheid officials, during this period. The book characterises the pain and powerlessness of this young couple, one in jail for life and the other in police detention, and neither with any clear picture of the fate of their children or their own future; but both determined to continue the fight against racial oppression.

The Foundation is working with Winnie Madikizela-Mandela on a collection of archival records documenting her arrest and detention

media, from institutions of state to non-governmental organisations (NGOs), received support from the Foundation in developing materials for their Mandela Day activities.

Major publications (most still forthcoming) which benefited from the Foundation's dedicated research resource in the report period were as follows: new documentaries on Mr Mandela by a range of film and television media (including HBO), Peter Kosminsky's *Young Mandela*, Anant Singh's film version of *Long Walk to Freedom*, a second edition of Anthony Sampson's authorised biography, a children's biography by Macmillan, a *Cambridge Companion to Nelson Mandela*, and an autobiography by Amina Cachalia.



**Social media (Facebook,
Twitter, Flickr and YouTube)
platforms were supported and
grew exponentially**

Communication and Records Management

The following activities were undertaken in the report period:

- Information and Communications Technology (ICT) functions that were reconfigured in light of the organisational restructuring process were subjected to close monitoring, and several adjustments had to be made.
- The organisational rebranding exercise was pursued, with a focus on the branding of the refurbished building.

potential to become resources in the Centre of Memory. The following achievements in records management can be noted in the report period:

- A comprehensive audit of recordkeeping practice in the organisation was undertaken, and areas requiring priority intervention identified.
- The new organisational filing plan implemented in 2011 continued to be subjected to close monitoring. The

The fundamental restructuring of the website was completed and the new site launched in March

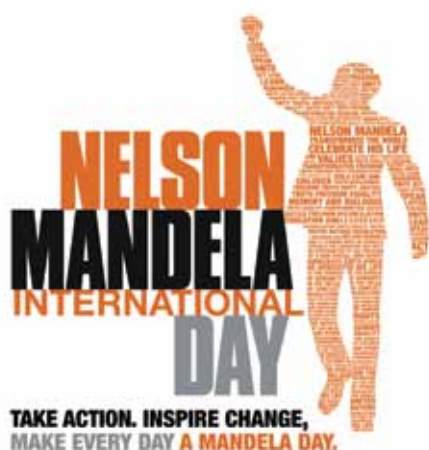
- Sustained support was given to the building refurbishment exercise in the form of defining ICT needs and overseeing the implementation of requirements.
- The fundamental restructuring of the website was completed and the new site launched in March.
- Routine correspondence was overseen. Clearance time on the Foundation's general electronic mailbox was maintained at less than 24 hours. A total of 41 bulk emailings were undertaken.
- The Foundation's contacts database was built up to over 7 800 records.
- Social media (Facebook, Twitter, Flickr and YouTube) platforms were supported and grew exponentially.
- The organisational records management function was overseen.

electronic version (EDocs) was given sustained training and monitoring support.

- Support was provided to both paper-based and electronic back-filing exercises.

For any organisation, sound records management policies and practices are of inestimable value. This is especially so for the Foundation, as its current records and related information resources have the

Nelson Mandela International Day



Mandela Day 2012 received enormous support in South Africa and worldwide. Although millions of people were involved in Mandela Day, it is not possible to determine the exact number of participants or beneficiaries. However, reports and data received show the strength of Mandela Day in key sectors.

Encouraged by a South African Local Government Association (Salga) communiqué sent to all municipalities, activities were held in all of South Africa’s 278 municipalities, and thousands of people participated. Some metropolitan councils, such as Johannesburg and Pretoria, implemented up to 15 activities (through different departments and in regions). According to Salga, municipal activities this year focused on the clean-up of public spaces, activities to ensure safer schools, and efforts directed at places of care for children and the elderly.

Seven major rallies were held, including four motorbike “runs” in different parts of the country. The bikers’ events were held in the provinces of the Free State, Eastern Cape, KwaZulu-Natal and Gauteng/Mpumalanga. In addition, there was a cycle race, a BMW Motorrad event in George and a car motorcade in Gauteng, involving 67 cars travelling 67 kilometres and back. Almost all of these activities involved renovation work at care centres. A total of 306 Mandela Day change-makers gave of their time and resources to events.

In addition, as listed below, there were major activities involving a great deal of planning and extensive marketing campaigns to invite the public to participate in these events.

Activity / stakeholder	Numbers involved
Meals on wheels: old-age home makeover	250
Cheesekids: Mandela Day Revolution	3 000
Habitat for Humanity: building of 34 homes	3 400
Stop Hunger Now	1 000
Total	7 650



Website Facts

Mandela Day implementers registered 564 activities on the Mandela Day website in 2012. Details of registered activities in each of the provinces are as follows: Gauteng (216), Western Cape (116), KwaZulu-Natal (54), Eastern Cape (45), Free State (21), Mpumalanga (20), Limpopo (18), North West (11) and the Northern Cape (6).

These figures suggest that Mandela Day is stronger in Gauteng and the Western Cape, with potential for growth in other provinces. However, it may be that stakeholders in other provinces are less inclined to participate in website registration, which would suggest an under-reporting of activities.

Most of the registered activities focused on children as beneficiaries. A total of 195 co-ordinators identified their activities as children's activities, while 143 cited theirs as community activities. The number of children's activities increased if one adds the activities targeting primary school learners.

A total of 56 activities focused on education, mostly primary schools but also high schools. There is clearly huge potential to increase the number of activities focused on schools. However, we have to take into account that government schools are closed for much of July, which is when most Mandela Day activities take place.

International

There was also a surge of Mandela Day activity internationally. In total, 67 international events were registered on our website in countries as wide-ranging as Uruguay, Mexico, England, the Democratic Republic of the Congo, Guinea, Nigeria, India, Portugal, Hong Kong, Germany, the United States, Italy, Korea, Chile, Tunisia, Norway, Ghana, Scotland, the Netherlands, Canada, Finland, Russia, Australia, Belgium and Jamaica. Most of these registered events were independent. There were many other international events – and it is safe to say that Mandela Day activities were held in all 196 countries of the world. South African embassies – supported by the Department of International Relations – undertook Mandela Day activities on all continents and in almost all countries. The United Nations, through its various agencies, also played a role in ensuring the global footprint of Mandela Day.

The United Nations in South Africa is a good example of the range of activities undertaken by certain stakeholders. The activities, which took place in the Pretoria/Centurion area, included an awareness programme at the United Nations Information Centre (UNIC) library, a skills audit followed by 10 computer literacy workshops at needy schools, the creation of a YouTube clip, the revamping of a children's playground at Mohau Hospital, a donation of linen and clothes to the Miriam Makeba Girls Home, and cleaning and assistance with filing at Potter's House Shelter.

Trustees of the Nelson Mandela Foundation



Professor Njabulo Ndebele

Njabulo Ndebele is the past vice-chancellor of the University of Cape Town. He was the Ford Foundation scholar-in-residence, vice-chancellor and principal of the University of the North, and vice-rector of the University of the Western Cape. He held leadership positions at the University of the Witwatersrand and the National University of Lesotho. He has served as the chair of Higher Education South Africa, the founding chair of the Southern African Regional Universities Association, and president of the African Universities Association. He is also the chairman of the Nelson Mandela Foundation's sister organisation, The Mandela Rhodes Foundation. An award-winning author, he was president of the Congress of South African Writers. He holds several honorary doctorates from universities around the world, and is a UCT fellow, and honorary fellow of Churchill College, Cambridge.

Mr Chris Liebenberg

Chris Liebenberg is a banker and former Minister of Finance in Mr Mandela's Government of National Unity. He was the chief executive officer and chairperson of the Nedcor Group. He is also a member of the Advisory Board for the Nelson Mandela Children's Fund and a non-executive member of the Macsteel Group of Companies. His academic qualifications include CAIB (SA), Advanced Management Programme from Insead in France and Harvard University in the United States, and Programme Management Development from the University of Cranfield. He also holds an Honorary Doctorate of Commerce from the University of Stellenbosch.

Mr Ahmed Kathrada

Ahmed Kathrada is a veteran anti-apartheid activist who was jailed for life on 12 June 1964, with Nelson Mandela, Walter Sisulu, Raymond Mhlaba, Denis Goldberg, Govan Mbeki, Elias Motsoaledi and Andrew Mlangeni. Released on 15 October 1989, he went on to become a Member of Parliament after South Africa's first democratic elections in 1994. He served one five-year term, during which he also acted as Mr Mandela's Parliamentary Counsellor. Mr Kathrada was chairperson of the Robben Island Museum Council from its inception until his term expired in 2006. The author of four books, Mr Kathrada is also the recipient of four honorary doctorates and Isithwalwandwe, the highest award the African National Congress can bestow on an individual. He established the Ahmed Kathrada Foundation in 2008.

Mrs Irene Menell

Irene Menell is active in a number of Public Benefit Organisations and also serves on the Boards of the Nelson Mandela Children's Fund and the READ Foundation, among others. She is the Patron of Tikkun and a past member of the Broadcasting Monitoring and Complaints Committee, a statutory sub-committee of Icasa, as well as the UCT Foundation, of which she was chairperson until retiring in 2008. She has had a lifelong interest in the performing arts, education and issues relating to children's rights.

To contribute to the making of a just society by keeping alive the legacy of Nelson Mandela

Dr Mamphela Ramphele

Mamphela Ramphele is the executive chair of Letsema Circle, a Cape Town-based specialist transformation advisory company in both the public and private sector. She is a director of major companies. She is chair of convenors of the Dinokeng Scenarios, whose key message is that futures are created by citizen-leaders. She was recently appointed chair of a newly established technology and innovation agency to help stimulate greater use of technology to address socio-economic challenges and promote sustainable economic growth. She served as a managing director of the World Bank from May 2000 to July 2004. As a member of the senior leadership team, she was responsible for managing the institution's human development activities in the areas of education; health, nutrition and population; and social protection. She served as co-chair on the Global Commission for International Migration (GCIM) between 2004-2005. Prior to joining the World Bank, she was vice-chancellor of the University of Cape Town, a post she took up in 1996, becoming the first black woman to hold this position at a South African university. She has received numerous prestigious national and international awards, including numerous honorary doctorates acknowledging her scholarship, her service to the community, and her leading role in raising development issues and spearheading projects for disadvantaged persons throughout South Africa.

Mr Tokyo Sexwale

Tokyo Sexwale is the former Minister of Human Settlements in the South African government and founder of Mvelaphanda Holdings (Pty) Ltd – a primarily mining and energy house including other strategic investments in hotels, transportation telecommunications, property, construction, health, banking, media and financial services. A former freedom fighter and former political prisoner who was sentenced to 18 years and sent to Robben Island, he was convicted of treason and conspiracy to overthrow the apartheid regime. He is a Member of the ANC's National Executive Committee and was the first Premier of Gauteng Province. He is a trustee and founder of the Sexwale Family Foundation and the Desmond Tutu Peace Trust. He is the honorary consul general of Finland in South Africa and a member of the Brookings Institution International Advisory Council. He is the director of the philanthropy organisation Synergos. He is the chairperson of the loveLife Advisory Board and a member of the FIFA Committee for Fair Play and Social Responsibility.

Mr Kgalema Motlanthe

Kgalema Motlanthe is the Deputy President of the Republic of South Africa. He is a former Minister in the Presidency and served as President of South Africa from September 2008 to May 2009. He was recruited into Umkhonto we Sizwe in the 1970s. He was in a unit which recruited comrades with military training. In 1976 he was detained for 11 months and then charged for furthering the aims of the African National Congress. In 1977 he was convicted under the Terrorism Act and sentenced to an effective 10 years in prison. After his release from Robben Island in 1987, he was engaged with strengthening the trade union movement while working for the National Union of Mineworkers (NUM). In 1992 he was elected NUM general secretary and was involved in the establishment of the Mineworkers Investment Company (MIC) and the Mineworkers Development Agency, which focused on the developmental needs of ex-mineworkers, their dependants and communities. He was elected unopposed as the secretary-general of the African National Congress (ANC) in 1997 and in 2002. In December 2007 he was elected ANC deputy president at its 52nd National Conference in Polokwane.

Ms Futhi Mtoba

Futhi Mtoba is chairman of Deloitte Southern Africa. She joined the firm in 1988 and rose through the ranks to become the first black female partner and subsequently chairman at Deloitte Southern Africa. She is also the past president of the Association for the Advancement of Black Accountants of Southern Africa (ABASA), a body dedicated to nurturing emerging black accountants. She serves as chairman of Council at the University of Pretoria and as a Board member on the Allan Gray Orbis Foundation, the United Nations Global Compact, chairman and a trustee of WDB Trust. In June 2009, she was appointed by Business Unity South Africa (BUSA) as chairperson of the National Anti-Corruption Forum (NACF) and in May 2010, she was appointed president of BUSA. She has received awards including the 2004 Business Woman of the Year – Nedbank and Business Women's Association, the 2005 OWIT (Organisation of Women in International Trade – USA) International Woman of the Year, and the Tuksalumni Laureate Award 2008.

Staff of the Nelson Mandela Centre of Memory



Ethel Arends
Records Management Specialist



Achmat Dangor
Former Chief Executive - 2012



Lee Davies
Communications Systems Co-Ordinator



Verne Harris
Director: Research and Archive



Sello Hatang
Chief Executive



Heather Henriques
Manager: IP and Governance



Vimla Naidoo
Personal Assistant, Graça
Machel



Elina Ndlovu
Office Aide



Luthando Peter
Driver/General Assistant



Lucia Raadschelders
Archivist



Joe Ditabo
Facility Supervisor



Florence Garishe
Receptionist



Yase Godlo
Manager: Mandela Day and Outreach



Molly Loate
Event & Communications Support Officer



Kerileng Marumo
Senior Financial Officer



Bushy Mphahlele
Director: Support Services



Zanele Riba
Archivist



Buyi Sishuba
PA to CEO



Razia Saleh
Senior Archivist



Sahn Venter
Senior Researcher

Summarised Consolidated Financial Statements

Summarised financial statements have been extracted from the audited financial statements of the Trust.

The complete set of audited financial statements is available at the office of the Trust and on www.nelsonmandela.org



THE NELSON MANDELA FOUNDATION TRUST

Summarised consolidated and separate statement of financial position at 28 February 2013

	Group		Trust	
	2013 R	2012 R	2013 R	2012 R
Assets				
Non-current assets	184 618 064	77 152 827	187 301 227	79 540 964
Property, plant and equipment	26 497 456	18 554 457	14 650 955	6 413 499
Intangible assets	1 029 255	696 912	1 029 255	696 912
Investment in subsidiary	-	-	14 537 058	14 537 058
Available-for-sale financial assets	157 083 959	57 893 495	157 083 959	57 893 495
Prepaid rent for land	7 394	7 963	-	-
Current assets	103 103 921	182 253 630	103 068 702	182 218 411
Receivables and prepayments	2 288 051	6 306 807	2 252 832	6 271 588
Cash and cash equivalents	100 815 870	175 946 823	100 815 870	175 946 823
Total assets	287 721 985	259 406 457	290 369 929	261 759 375
Contribution, reserves and liabilities				
Contribution and reserves	258 432 370	236 453 758	261 080 314	238 806 676
Contribution	1 000	1 000	1 000	1 000
Accumulated reserves	258 431 370	236 452 758	261 079 314	238 805 676
Non-current liabilities	10 147 382	1 364 668	10 147 382	1 364 668
Finance lease liabilities	699 714	1 364 668	699 714	1 364 668
Deferred revenue	9 447 668	-	9 447 668	-
Current liabilities	19 142 233	21 588 031	19 142 233	21 588 031
Trade and other payables	7 582 032	4 804 489	7 582 032	4 804 489
Normal income tax	942 511	1 833 612	942 511	1 833 612
Deferred revenue	10 617 690	14 949 930	10 617 690	14 949 930
Total contribution, reserves and liabilities	287 721 985	259 406 457	290 369 929	261 759 375

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THE NELSON MANDELA FOUNDATION TRUST

Summarised consolidated and separate statement of comprehensive income for the year ended 28 February 2013

	Group		Trust	
	2013 R	2012 R	2013 R	2012 R
Income	26 265 151	54 845 631	26 265 151	54 845 632
Grant income	25 624 502	53 249 363	25 624 502	53 249 364
<i>Designated grants</i>	19 314 730	43 557 822	19 314 730	43 557 822
<i>Other donations</i>	6 309 772	9 691 541	6 309 772	9 691 541
Dividend income	572 792	1 585 541	572 792	1 585 541
Other income	67 857	10 727	67 857	10 727
Expenditure	(31 676 006)	(37 096 747)	(31 380 979)	(36 801 722)
Operating expenses	5 775 213	9 621 337	5 686 762	9 326 431
Project expenses	25 900 793	27 475 410	25 694 217	27 475 291
Net (deficit) / surplus before finance income	(5 410 855)	17 748 884	(5 115 829)	18 043 910
Finance income	6 808 245	6 594 847	6 808 245	6 594 847
<i>Total finance income</i>	7 959 200	7 329 134	7 959 200	7 329 134
<i>Less: Finance income allocated to designated funds</i>	(1 150 955)	(734 287)	(1 150 955)	(734 287)
Finance cost	(193 828)	(297 168)	(193 828)	(297 168)
Net surplus for the year before tax	1 203 562	24 046 562	1 498 588	24 341 588
Normal income tax	(1 728 345)	(1 278 191)	(1 728 345)	(1 278 191)
Net (deficit) / surplus for the year	(524 783)	22 768 372	(229 757)	23 063 397
Other comprehensive income	22 503 395	10 292 530	22 503 395	10 292 530
Fair-value adjustment - Available-for-sale financial assets	22 503 395	10 292 530	22 503 395	10 292 530
Total comprehensive income for the year	21 978 612	33 060 902	22 273 638	33 355 927

The completed set of audited financial statements is available at the office of the Trust and on www.nelsonmandela.org

THE NELSON MANDELA FOUNDATION TRUST

Summarised consolidated and separate statement of changes in funds for the year ended 28 February 2013

	Contribution	Available- for-sale investments	Accumulated funds	Total
	R	R	R	R
Group				
Balance as at 1 March 2011	1 000	30 036 718	173 355 138	203 392 856
Other comprehensive income - Fair value adjustment		10 292 530		10 292 530
Net surplus for the year			22 768 372	22 768 372
Balance at 1 March 2012	1 000	40 329 248	196 123 510	236 453 758
Other comprehensive income - Fair value adjustment		22 503 395		22 503 395
Net deficit for the year			(524 783)	(524 783)
Balance at 28 February 2013	1 000	62 832 643	195 598 727	258 432 370
Trust				
Balance as at 1 March 2011	1 000	30 036 718	175 413 031	205 450 749
Other comprehensive income - fair value adjustment		10 292 530		10 292 530
Net surplus for the year			23 063 397	23 063 397
Balance at 1 March 2012	1 000	40 329 248	198 476 428	238 806 676
Other comprehensive income - Fair value adjustment		22 503 395		22 503 395
Net deficit for the year			(229 757)	(229 757)
Balance at 28 February 2013	1 000	62 832 643	198 246 671	261 080 314

The completed set of audited financial statements is available at the office of the Trust and on www.nelsonmandela.org

THE NELSON MANDELA FOUNDATION TRUST

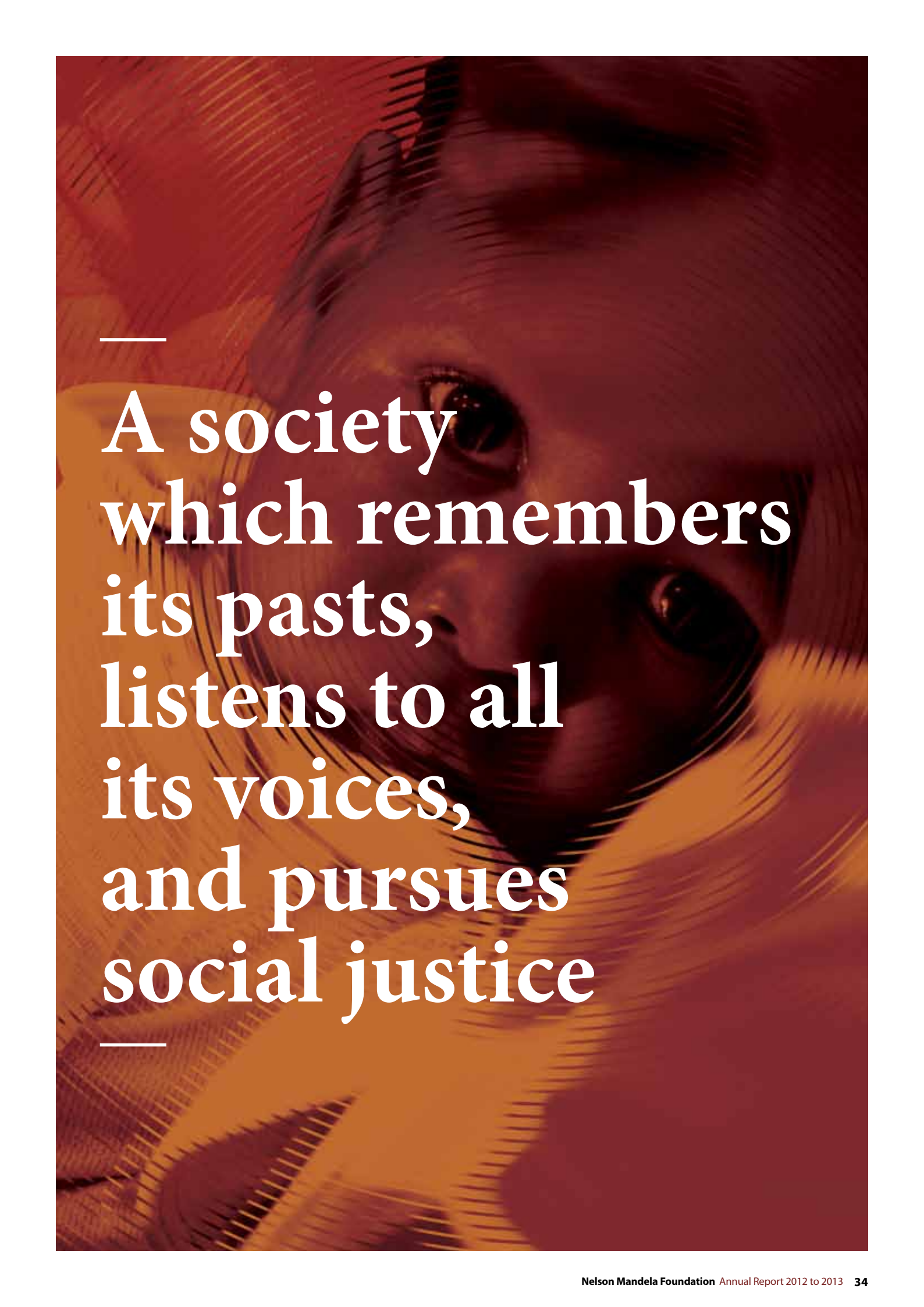
Summarised consolidated and separate cash flow statement for the year ended 28 February 2013

	Group		Trust	
	2013 R	2012 R	2013 R	2012 R
Cash flow from operating activities				
Cash generated from operating activities	7 803 588	13 902 740	7 803 588	13 902 740
Finance cost	(193 828)	(297 168)	(193 828)	(297 168)
Taxation paid	(2 619 447)	(1 278 191)	(2 619 447)	(1 278 191)
Dividends received	572 792	1 585 541	572 792	1 585 541
Net cash flow from operating activities	5 563 105	13 912 922	5 563 105	13 912 922
Cash flow from investing activities				
Acquisition of intangible assets	(592 681)	(358 967)	(592 681)	(358 967)
Acquisition of property, plant and equipment	(9 348 537)	(696 485)	(9 348 537)	(696 485)
Finance income	6 808 245	6 594 847	6 808 245	6 594 847
Acquisition of investments	(143 993 755)	-	(143 993 755)	-
Proceeds from disposal of investments	67 306 687	-	67 306 687	-
Net cash (out)/in flow from investing activities	(79 820 041)	5 539 395	(79 820 041)	5 539 395
Cash flow from financing activities				
Decrease in finance lease liabilities	(874 017)	(305 313)	(874 017)	(305 313)
Net cash flow from financing activities	(874 017)	(305 313)	(874 017)	(305 313)
(Decrease)/increase in cash and cash equivalents	(75 130 953)	19 147 004	(75 130 953)	19 147 004
Cash and cash equivalents at beginning of year	175 946 823	156 799 819	175 946 823	156 799 819
Cash and cash equivalents at end of year	100 815 870	175 946 823	100 815 870	175 946 823

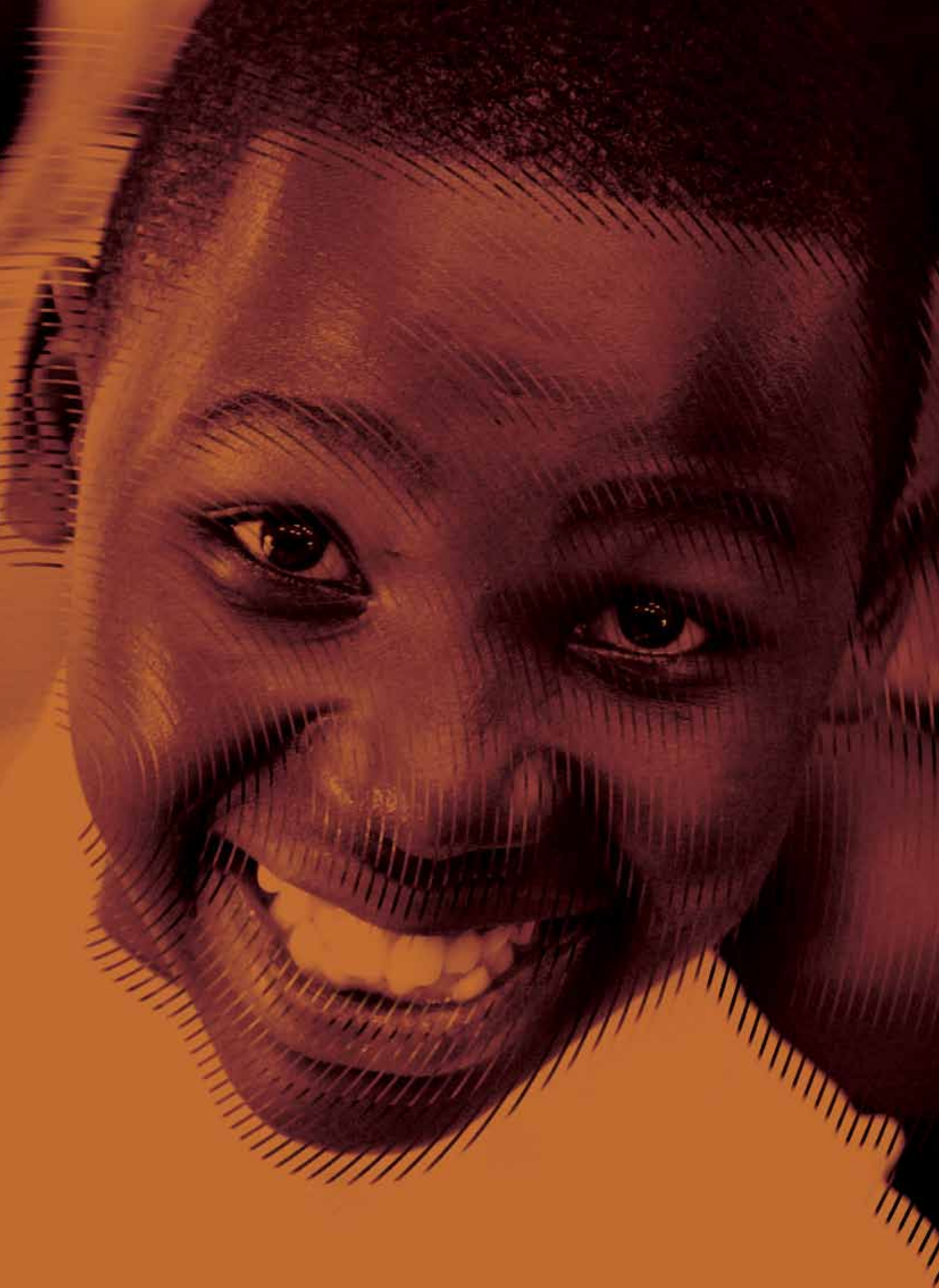
The completed set of audited financial statements is available at the office of the Trust and on www.nelsonmandela.org

Donors of the Nelson Mandela Foundation

46664 Concerts
Brimstone Investment Corporate Ltd
Chamber of Mines of South Africa
City of Cape Town
Friends of the Nelson Mandela Foundation (USA)
German Technical Co-operation (GIZ)
Google/Tides Foundation
Hachette UK Limited
KAYA FM
King Baudouin Foundation US
Life Healthcare Group Holding Ltd
Mamela Pratt & Associates
Mr Delivery
Mrs Catherine J Anderson
Mvela Serve
Mvelaphanda Holdings
National Lottery Distribution Fund
Norton Rose Charity
Norton Rose LLP Office
RL Houston
SAP Southern Africa
Samsung Electronics SA (Pty) Ltd
Svenska Postkostiftelsen (Swedish Postcode Lottery)
UK – Department of International Development (DFID)
UNICEF
Universal Production
Vodacom Foundation
Volkswagen South Africa
Waltons Stationery



—
A society
which remembers
its pasts,
listens to all
its voices,
and pursues
social justice
—



Annexure A: Website Report

Taking into account the various websites that fall under the Nelson Mandela Foundation channel, growth remained positive in the financial year which ended 28 February 2013. Most of the websites enjoyed a steady increase in traffic and unique visitor numbers throughout the financial year.

The Foundation website (www.nelsonmandela.org) saw an increase in traffic numbers of nearly 34%, with a joint increase in content consumption of around 17%.

The O'Malley website (www.nelsonmandela.org/omalley) saw an increase in traffic numbers of some 45%, with a 25% increase in pageviews.

The Mandela Day website (www.mandeladay.com) saw an increase in traffic of over 320%, with a concurrent increase of 275% in pageviews.

The 46664 website (www.46664.com), which has been largely inactive since July 2012, saw a decrease in traffic of around 30%, coupled with a 40% decrease in pageviews.

Nelson Mandela Foundation Website

Visitor numbers to the site increased by 33.81%; from 654 000 in the 2011/12 financial year (1 March 2011 to 29 February 2012), to 875 139 visits in the 2012/13 financial year (1 March 2012 to 28 February 2013).

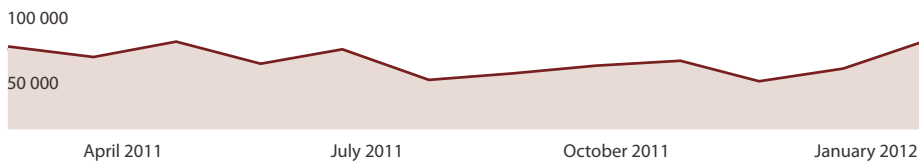
February 2013 was once again the site's busiest month this financial year, with more than 116 600 visitors to the site.

In addition, the number of pageviews in the past financial year increased by nearly 17%, with 1 712 854 pageviews this year compared to 1 465 204 pageviews in the 2011/12 financial year.

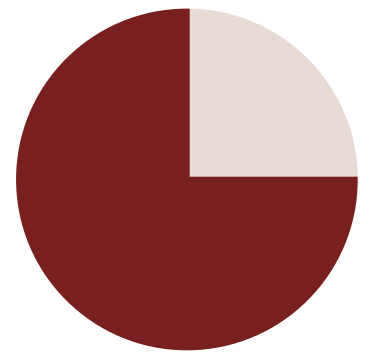
Visits and overview for the 2011/12 financial year

Audience overview

1 Mar 2011-29 Feb 2012



516 241 people visited this site



78.08% New visitor
510 612 Visits

21.92% Returning visitor
143 388 Visits

During the 2011/12 financial year the highest number of visitors were recorded during the month of February, with 68 290 visitors to the site.

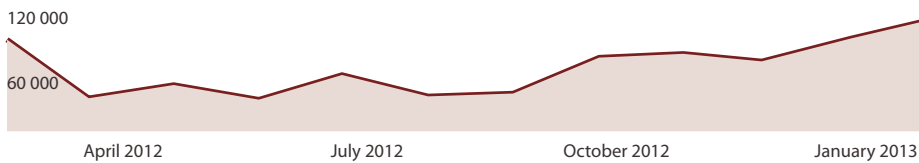
The lowest traffic month in this period was December 2011, with 38 781 visitors to the site.

The average number of visitors during the 2011/12 financial year was 54 500.

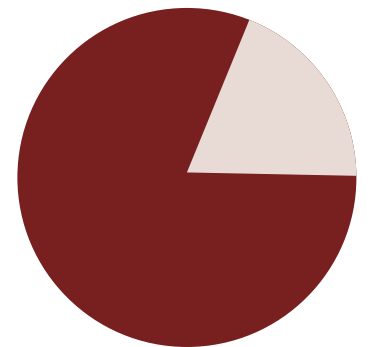
Visits and overview for the 2012/13 financial year

Audience overview

1 Mar 2012-28 Feb 2013



715 174 people visited this site



81.15% New visitor
710 215 Visits

18.85% Returning visitor
164 924 Visits

During the 2012/13 financial year the highest number of visitors were again recorded during the month of February, with 116 634 visitors to the site (a 70.79% increase on the previous year's figures). The lowest traffic month in this period was June 2012, with 44 350 visitors to the site. The average number of visitors during the 2011/12 financial year was 72 930 (an increase of 33.8% on last year's numbers).

Comparison in traffic demographics by location

March 2011 to February 2012

Country/Territory	Visits		
United States	176 112		26.93%
South Africa	134 327		20.54%
United Kingdom	55 092		8.42%
(not set)	35 166		5.38%
Australia	31 476		4.81%
Canada	30 766		4.70%
Germany	17 224		2.63%
India	15 746		2.41%
France	8 437		1.29%
Netherlands	8 349		1.28%

March 2012 to February 2013

Country/Territory	Visits		
United States	233 880		26.72%
South Africa	143 446		16.39%
United Kingdom	73 566		8.41%
(not set)	71 538		8.17%
France	38 386		4.39%
Brazil	32 386		3.72%
Germany	28 403		3.25%
Canada	28 023		3.20%
Italy	25 965		2.97%
Australia	23 786		2.72%

Cities	Visits		
(Not set)	42 321		6.47%
Johannesburg	30 545		4.67%
Cape Town	27 634		4.23%
Sandton	16 503		2.52%
London	14 151		2.16%
Pretoria	12 637		1.93%
Sydney	10 311		1.58%
New York	9 459		1.45%
Durban	8 773		1.34%
Melbourne	7 498		1.15%

Cities	Visits		
(Not set)	84 014		9.60%
Johannesburg	30 987		3.54%
Cape Town	28 547		3.26%
London	21 209		2.42%
Pretoria	16 607		1.90%
Sandton	14 834		1.70%
New York	11 792		1.35%
Durban	8 590		0.98%
Sydney	8 015		0.92%
Paris	7 215		0.82%

In the 2011/12 and 2012/13 financial years the majority of visitors to the site came from the United States of America (USA), with 233 880 (26.72%) visitors arriving at the site in 2012/13, compared with 176 112 (26.93%) of visitors in 2011/12.

South Africa accounted for the second-highest number of users in both years, with 143 446 (16.39%) in 2012/13, and 134 327 (20.54%) in 2011/12.

The United Kingdom accounts for the third-highest number of visitors, with 73 566 (8.41%) visitors in 2012/13, compared with 55 092 (8.42%) visitors in 2011/12.

Traffic sources

875 139 people visited this site



During the 2012/13 financial year the majority of traffic, 69.68%, arrived at the website via search engines. Referring sites (links from other sites to the Foundation) accounted for 15.79% of traffic during this period, while 14.53% of traffic arrived at the site directly (i.e. someone typing www.nelsonmandela.org into his/her web browser).

News article popularity

Page	Pageviews
/news/entry...	
/i-am-prepared-to-die	4 941 5.34%
/11-february	4 268 4.61%
/51-year-old-black-pimpernel-interview-found	3 001 3.24%
/honouring-thembekile-mandela	2 594 2.80%
/message-from-nelson-mandela-centre-of-memory-to-president-obama	2 229 2.41%
/transcript-of-mary-robinsons-nelson-mandela-annual-lecture	2 177 2.35%
/google-launches-nelson-mandela-digital-archive1	2 013 2.17%
/nelson-mandela-corrects-identity-of-woman-in-photograph	1 488 1.61%
/update-on-former-president-mandela-issued-by-the-presidency	1 469 1.59%
/president-mandela-in-hospital-for-tests	1 369 1.48%

The most popular news story during the 2012/13 financial year was "I am prepared to die", recording 4 941 views during this period. This was followed by the "11 February" story, recording 4 268 views.

Keyword searches

Country/Territory	Visits
nelson mandela	251 928 41.31%
(not provided)	126 146 20.69%
mandela	10 159 1.67%
nelson mandela foundation	9 207 1.51%
nelson mandela biography	6 822 1.12%
nelson mandela timeline	3 005 0.49%
nelson mandela centre of memory	2 067 0.34%
nelson mandella	2 017 0.33%
mandela foundation	1 959 0.32%
nelsonmandela.org	1 580 0.26%

Traffic arriving at the site after someone uses the search term "Nelson Mandela" accounts for 41.37% of all traffic coming in via a search engine, while "Mandela", the next most popular search term, accounts for just 1.67% of traffic referred to the site.

Why are keywords "not provided"?

In October 2011, Google changed the way it harvests data from searches to protect users' privacy. If a user is logged in to a Google product (like Gmail, or Google Plus) and does a search, their search is conducted over a SSL or secure website. As a result the referral data and keyword data relating to the search is hidden, not from Google, but from Analytics account holders.

O'Malley Site

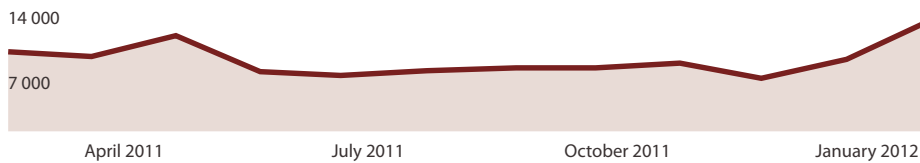
Visitor numbers to the site increased from 92 844 visitors in the 2011/12 financial year (1 March 2011 to 29 February 2012) to 135 024 visitors in the 2012/13 financial year (1 March 2012 to 28 February 2013); an increase of 45.43%.

In addition, the number of pageviews in this financial year surpassed the 250 000 mark, with 254 872 pageviews in 2012/13, compared to 203 898 pageviews in the 2011/12 financial year.

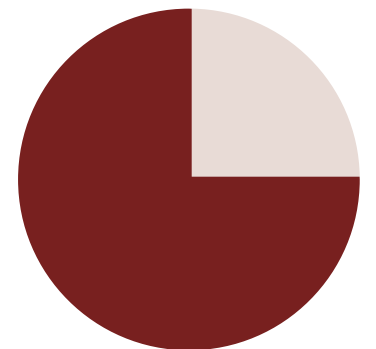
Visits and overview for the 2011/12 financial year

Audience overview

1 Mar 2011-29 Feb 2012



71 078 people visited this site



In the 2011/12 and 2012/13 financial years the majority of visitors to the site came from South Africa. In 2011/12, 37 763 visitors from South Africa arrived at the site (40.67% of all visits), while in 2012/13 this number was 55 655 (41.22% of all visits).

The USA accounted for the second-highest number of users in both years, with 22 034 visitors in 2012/13, compared with 17 329 visitors in 2011/12.

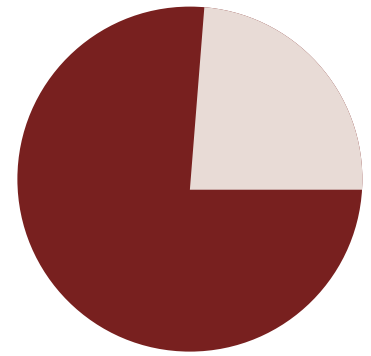
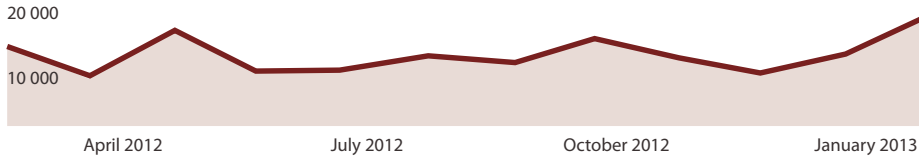
The UK accounts for the third-highest number of visitors in both years, with 7 700 visitors in 2012/13, compared with 8 297 in 2011/12.

Over the period under review (1 March 2012 to 28 February 2013), May 2012 was the site's busiest month with more than 17 200 visitors to the site.

Visits and overview for the 2011/12 financial year

Audience overview

1 Mar 2011-29 Feb 2012



106 200 people visited this site



77.48% New visitor
104 615

22.52% Returning visitor
30 409

Traffic sources

In the 2011/12 and 2012/13 financial years the majority of visitors to the site came from South Africa. In 2011/12, 37 763 visitors from South Africa arrived at the site (40.67% of all visits), while in 2012/13 this number was 55 655 (41.22% of all visits).

The USA accounted for the second-highest number of users in both years, with 22 034 visitors in 2012/13, compared with 17 329 visitors in 2011/12.

The UK accounts for the third-highest number of visitors in both years, with 7 700 visitors in 2013/12, compared with 8 297 in 2011/12.

Over the period under review (1 March 2012 to 28 February 2013), May 2012 was the site's busiest month with more than 17 200 visitors to the site.

During the 2012/13 financial year the majority of traffic, 83.02%, arrived at the website via search engines. Referring sites accounted for 4.78% of traffic during this period, while 12.20% of traffic arrived at the site directly (i.e. someone typing <http://www.nelsonmandela.org/omalley/> into his/her web browser).

The top five keywords used to find the O'Malley Nelson Mandela Foundation website, in order, were:

1. (not provided)
2. RDP
3. Reconstruction and Development Programme
4. Nelson Mandela
5. Group Areas Act

Traffic arriving at the site after someone used the search term "RDP" accounts for 972 visits, or 0.87% of all traffic arriving at the site via a search engine, while "Reconstruction and Development Programme", the next most popular search term, accounts for 896 visits, or 0.80% of traffic referred to the site.

The most popular pages on the O'Malley site during 2012/13 financial year were "The Reconstruction and Development Programme", recording 25 318 views during this period, and "The Address by State President PW Botha, August 15 1985", with 4 576 views recorded.

News article popularity

Country/Territory	Pageviews
The Reconstruction and Development Programme (RDP) - The O'Malley Archives	25 318 9.93%
Address by State President PW Botha, August 15, 1985 - The O'Malley Archives	4 576 1.80%
O'Malley - The Heart of Hope	41 224 1.66%
Contents - The O'Malley Archive	3 987 1.56%
1950. Group Areas Act No. 41 - The O'Malley Archive	3 151 1.24%
Documents and Reports - The O'Malley Archive	3 101 1.22%
Pres-Transition (1902-1989) - The O'Malley Archive	3 033 1.19%
Transition (1990-1994) - The O'Malley Archive	2 842 1.12%
Characteristics of Developing Countries - The O'Malley Archive	2 382 0.93%
O'Malleys political interviews - The O'Malley Archive	2 343 0.92%

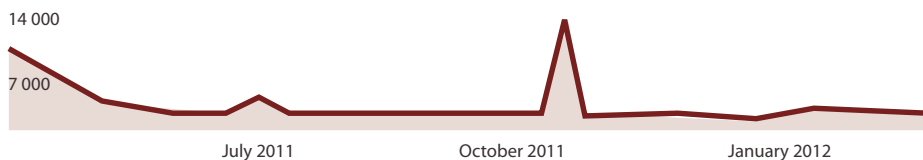
Digital Archive Site

The Google Digital Archive was launched at the end of March 2012. The following report shows visitor numbers to the website, visitor demographics in terms of location, and traffic sources and keywords from 3 April 2012 onwards. We do not have accurate website statistics for the first week of operation.

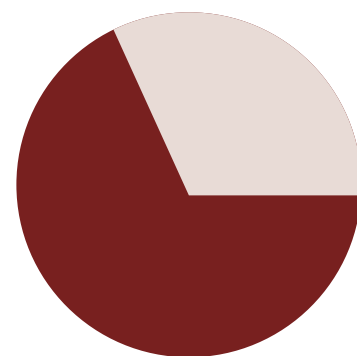
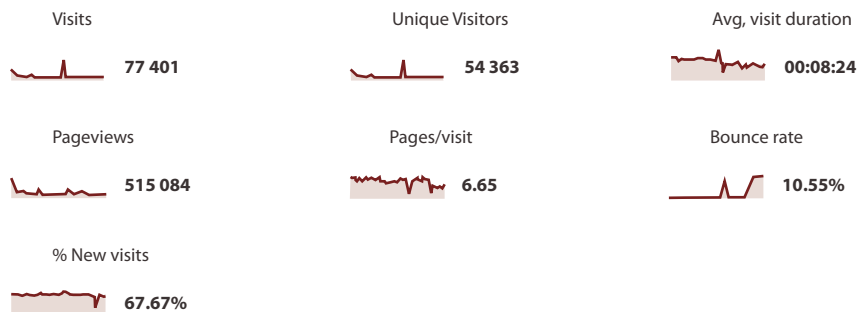
Visits and overview for the 2011/12 financial year

Audience overview

3 Apr 2012-28 Feb 2013



54 363 people visited this site



67.81% New visitor
52 843

32.19% Returning visitor
24 918

According to the website statistics, visitor numbers to the site (from 3 April 2012 to 28 February 2013) comprise 77 401 visits. April 2012 was the site's busiest month ever, with more than 19 000 visitors to the site.

Comparison in traffic demographics by location

March 2011 to February 2012

Country/Territory	Visits		
United States	22 827		29.49%
South Africa	8 289		10.71%
France	4 500		5.81%
United Kingdom	3 880		5.01%
(not set)	3 214		4.15%
Germany	3 102		4.01%
Italy	2 425		3.13%
Canada	1 932		2.50%
Portugal	1 879		2.43%
Netherlands	1 865		2.41%

Cities	Visits		
(Not set)	4 808		6.21%
Paris	2 006		2.59%
Cape Town	1 993		2.57%
London	1 762		2.28%
Johannesburg	1 730		2.24%
New York	1 363		1.76%
Brussels	1 235		1.60%
Geneva	1 185		1.53%
Sandton	1 157		1.49%
Bogota	1 017		1.31%

The number of pageviews over the period under review comprises 515 084.

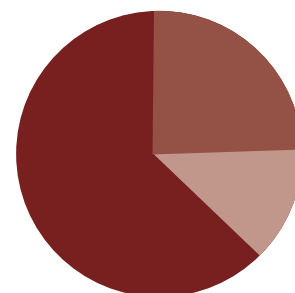
The majority of visitors to the site came from the USA, with 22 827 visitors since the launch of the site.

South Africa accounts for the second-highest number of visitors, with 8 289 visitors for the period under review.

Traffic sources

77 401 people visited this site

- 63.88% Referral traffic**
49 441 Visits
- 23.49% Direct traffic**
18 185 Visits
- 12.63% Search traffic**
9 775 Visits



The majority of traffic, 63.88%, arrived at the website via referral traffic. The list of referral sites (ranked according to % of referral traffic) is listed below.

Referrals

Source	Pageviews		
google.com	16 876		34.13%
nelsonmandela.org	11 433		23.12%
facebook.com	2 763		5.59%
bworldonline.com	1 117		2.26%
nu.nl	771		1.56%
t.co	714		1.44%
edition.cnn.com	517		1.05%
rfi.fr	517		1.05%
bbc.co.uk	515		1.04%
publico.pt	420		0.85%

The top five keywords used to find the Nelson Mandela archive site, in order, were:

1. (not provided)
2. Nelson Mandela
3. archive.nelsonmandela.org
4. Nelson Mandela Digital Archive
5. Nelson Mandela Archives

Mandela Day Website

Visitor numbers to the site increased from 66 495 visitors in the 2011/12 financial year (1 March 2011 to 29 February 2012) to 283 959 visitors in the 2012/13 financial year (1 March 2011 to 29 February 2012); an increase of 327%.

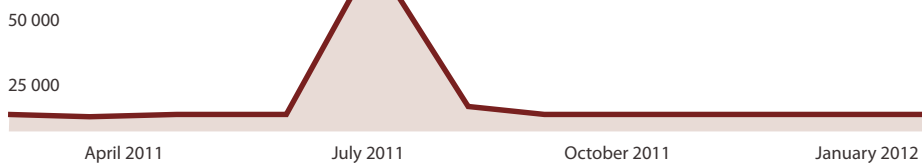
July 2012 was the site's busiest month ever, with more than 26 300 visitors to the site, compared with July 2011 when the site saw 14 116 visitors.

The number of pageviews in this financial year increased to 615 670, compared with 164 009 pageviews during the 2010/11 financial year, representing a 275.39% increase.

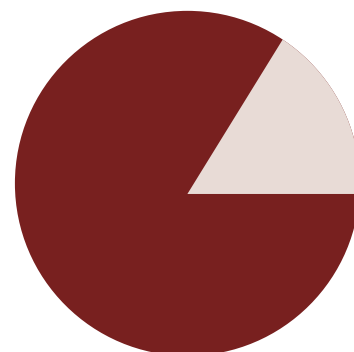
Visits and overview for the 2011/12 financial year

Audience overview

1 Mar 2011-29 Feb 2012



55 370 people visited this site



83.31% New visitor

55 394 Visits

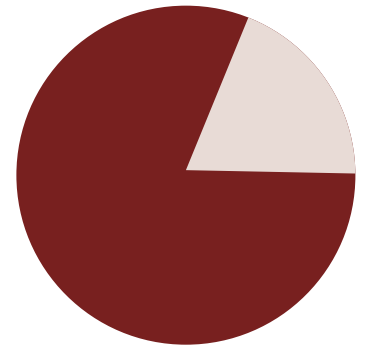
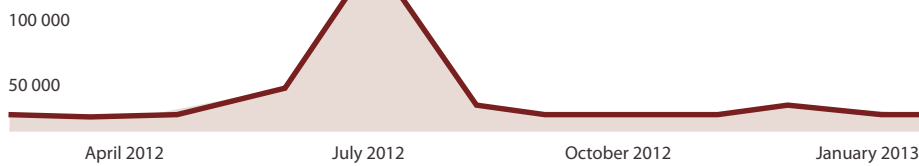
16.69% Returning visitor

11 101 Visits

Visits and overview for the 2012/13 financial year

Audience overview

1 Mar 2012-28 Feb 2013



236 193 people visited this site



83.00% New visitor
235 694

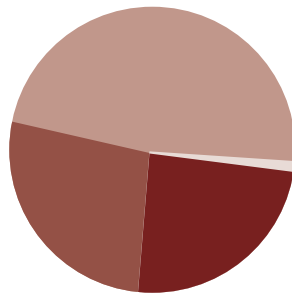
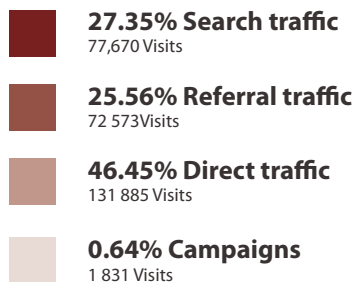
17.00% Returning visitor
48 265

In the 2011/12 and 2012/13 financial years the majority of visitors to the site came from South Africa, with 64 915 visitors to the site in 2012/13, compared with 28 411 in 2011/12.

The USA accounts for the second-highest number of visitors, with 23 512 visitors in 2012/13, compared with 11 131 in 2011/12.

Traffic sources

875 139 people visited this site



The majority of traffic, 46.45%, arrived at the website directly (i.e. someone typing www.mandeladay.com into his/her web browser). Referral traffic sent about 26% of all visits to the site, while search traffic accounted for 27.35%.

The top five keywords used to find the Mandela Day website, in order, were:

1. (not provided)
2. Mandela Day
3. Nelson Mandela Day
4. Mandela Day 2012
5. Nelson Mandela

46664 Website

Visitor numbers to the site decreased from 75 021 visitors in the 2011/12 financial year (1 March 2011 to 29 February 2012) to 51 699 visitors in the 2012/13 financial year (1 March 2011 to 28 February 2013); a decrease of 31%.

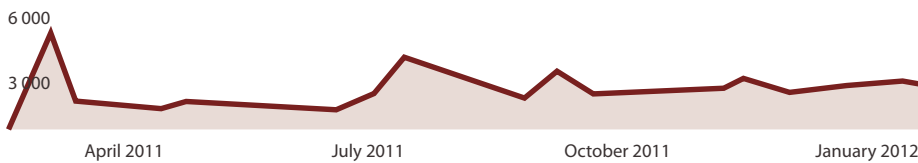
July 2012 was the site's busiest month, with 1 724 visitors to the site, compared with July 2011 when the site saw 1 149 visitors.

The number of pageviews in this financial year decreased to 112 807, compared with 190 122 pageviews during the 2010/2011 financial year, representing a 40.91% decrease.

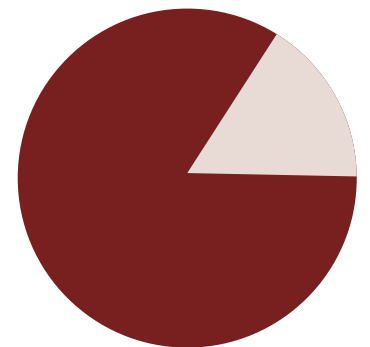
Visits and overview for the 2011/12 financial year

Audience overview

1 Mar 2011-29 Feb 2012



516 241 people visited this site



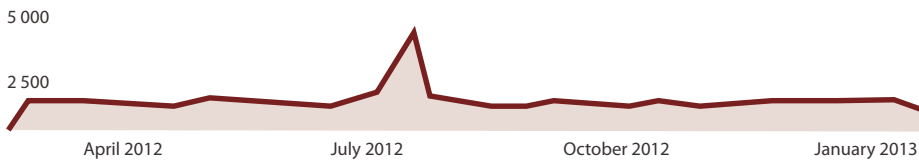
82.25% New visitor
61 707

17.75% Returning visitor
13 314

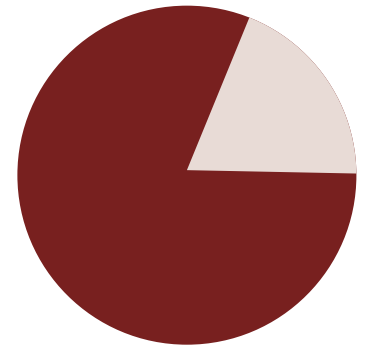
Visits and overview for the 2012/13 financial year

Audience overview

1 Mar 2012-28 Feb 2013



44 298 people visited this site



84.95% New visitor

43 924 Visits

15.04% Returning visitor

7 775 Visits

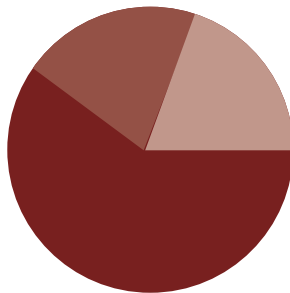
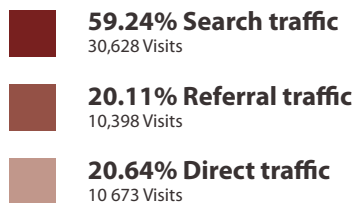
In the 2011/12 financial year the majority of visitors to the site came from the USA, with 15 173 visitors.

In the 2012/13 financial year the majority of visitors to the site came from SA, with 9 597 visitors.

The USA accounts for the second-highest number of visitors in 2012/2013, with 9 478 visitors.

Traffic sources

61 699 people visited this site



The majority of traffic, 59.24%, arrived at the website via search engines such as Google. Around 20% of traffic arrived directly (i.e. someone typing www.mandeladay.com into his/her web browser), and referral traffic sent about 20% of all visits to the site.

The top five keywords used to find the 46664 website, in order, were:

1. 46664
2. (not provided)
3. 46664 its in our hands
4. Mandela Day
5. Nelson Mandela 46664

Social Media

Social media accounts for the Nelson Mandela Foundation were introduced on 18 July 2011, including the establishment of:

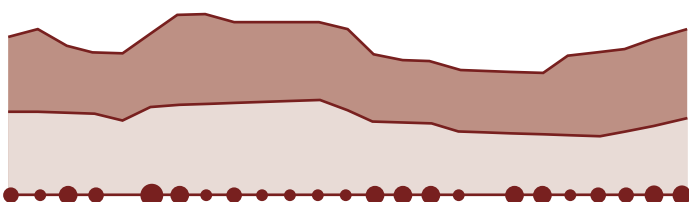
1. A Facebook page
2. A Twitter account
3. A Flickr account
4. A YouTube account

Facebook

As at 1 March 2012, the Facebook account (<http://www.facebook.com/NelsonMandelaCentreOfMemory>) had 434 'likes'. One year later, as at 1 March 2013, the Facebook account had grown to 4 278 'likes', as indicated by the graph below:

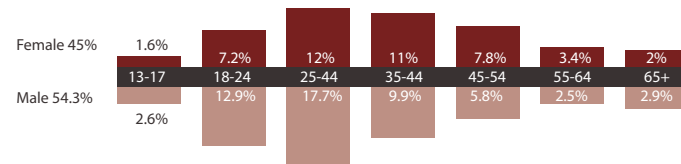
Total likes **4 278** ≈ 1.52% Friends or fans **2 146 831** ≈ 2.16% People talking about this **283** ≈ 29.22% Weekly total reach **6 055** ≈ 48.7%

■ Posts ■ People talking about this ■ Weekly total reach



While Facebook data analysis is limited to 89 days, the following graph indicates "likes" according to gender and age. The data shows that the majority of page fans are male, aged between 25 and 34.

Gender and age



The graph below indicates which country the Facebook fans come from, which city they live in and which language they speak. The data tell us that most fans live in South Africa, in Gauteng and speak English.

Countries

702	South Africa
469	United States of America
225	Brazil
180	Italy
134	France
131	Portugal
119	India
115	United Kingdom
93	Argentina
88	Nigeria
86	Australia
83	Canada
75	Germany
75	Kenya
71	Pakistan
63	Egypt
63	Spain
61	Mexico
57	Netherlands
52	Indonesia

Cities

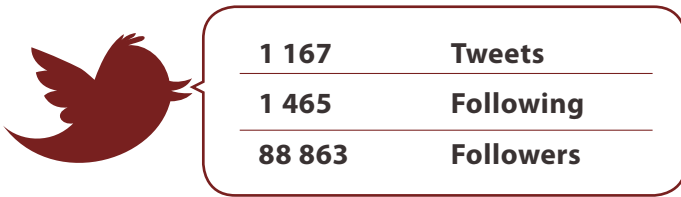
217	Johannesburg, Gauteng, South Africa
111	Cape Town, Western Cape, South Africa
76	Pretoria, Gauteng, South Africa
60	Nairobi, Kenya
51	London, England, United Kingdom
42	Lagos, Nigeria
41	Sao Paulo, Brazil
40	Durban, KwaZulu-Natal, South Africa
39	Lisbon, Lisboa, Portugal
36	Paris, Ile-de-France, France
34	Cairo, Al Qahirah, Egypt
31	Dakar, Senegal
30	Tunis, Qabis, Tunisia
30	New York, NY
29	Buenos Aires, Distrito Federal, Argentina
29	Abidjan, Cote d'Ivoire
27	Mexico City, Distrito Federal, Mexico
23	Los Angeles, CA
22	Accra, Greater Accra, Ghana
21	Rio de Janeiro, Brazil

Languages

1 998	English (US)
579	English (UK)
401	French (France)
220	Spanish
204	Portuguese (Brazil)
175	Italian
150	Spanish (Spain)
139	Portuguese (Portugal)
66	German
56	Arabic
40	Indonesian
36	Dutch
24	Turkish
18	Danish
12	Greek
10	Norwegian (Bokmål)
9	Russian
8	Azerbaijani
8	Polish
8	Swedish

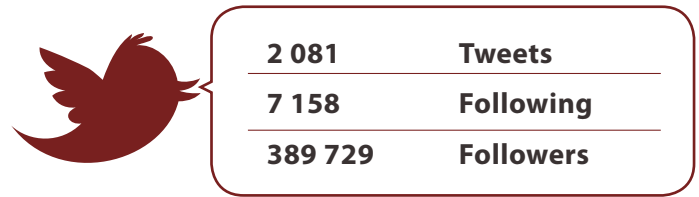
Twitter

1 March 2012



As at 1 March 2012 the Nelson Mandela Twitter account (www.twitter.com/nelsonmandela) had a massive 88 863 followers, had tweeted 1 167 times and was following 1 465 accounts.

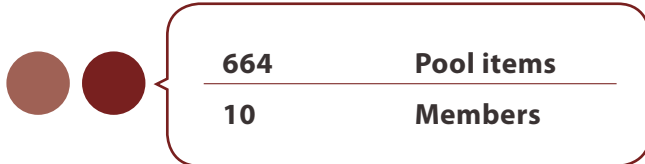
1 March 2013



One year later, as at 1 March 2013, the account had 389 729 followers, had tweeted 2 081 times and was following 7 158 accounts.

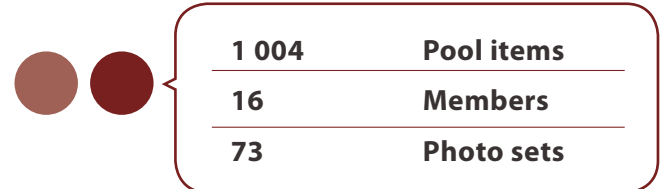
Flickr

1 March 2012



As at 1 March 2012, the Nelson Mandela Foundation Flickr account (<http://www.flickr.com/groups/centreofmemory>) had 664 items in its pool and 10 members.

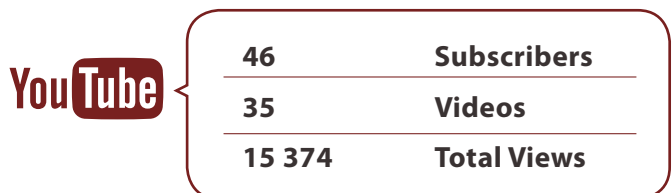
1 March 2013



One year later, as at 1 March 2013, the Flickr account had 1 004 items in the pool, had published 73 sets of photographs and had 16 members.

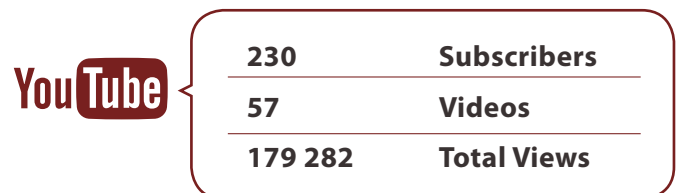
YouTube

1 March 2012



As at 1 March 2012, the Nelson Mandela Foundation YouTube account (<http://www.youtube.com/user/centreofmemory>) had 46 subscribers, 35 videos and 15 374 total views.

1 March 2013



One year later, as at 1 March 2013, the YouTube account had 230 subscribers, 57 videos and 179 282 video views.

Annexure B: The Archival Platform

The Archival Platform was established by the Nelson Mandela Foundation and the Archive and Public Culture Initiative at the University of Cape Town in response to challenges raised by delegates to the 2007 “National System, Public Interest” conference. This important dialogue, co-convened by the National Archives, the Nelson Mandela Foundation and the Witwatersrand University’s Constitution of Public Intellectual Life Research Project, was a high-profile attempt to draw attention to the growing crisis in the archive.

As a civil society initiative, and one of four archival projects funded by Atlantic Philanthropies under the organisation’s South African Reconciliation and Human Rights Programme, the Archival Platform is committed to deepening democracy through the use of memory and archives as dynamic public resources. The Archival Platform focuses on the memory, cultural practices, artefacts, places and documentary record of the country’s history and the discourse around re-making the past in the present. It seeks to play a catalytic role in the way in which practitioners, theorists and the general public think about the archive and the ways in which archiving is practised in South Africa, especially in relation to social justice and how the past is understood.

At the heart of all the Archival Platform’s activity is a concern with the archive, the record of the past: the choices and decisions that are made about what is preserved and what is not; the systems that are used to safeguard the archive; the mechanisms through which decisions about what is accessible and what is restricted are made; the ways in which the archive is curated or brought into the public domain; and the purpose to which it is put. It aims to provide increasing strategic coherence to the sector through activities that focus on communication, research, networking and advocacy.

The Archival Platform communicates with the sector through a website which is updated regularly with opinion pieces, news and other information of interest to the sector, as well as other social media platforms and dialogue forums. The Ancestral Stories project focuses on family histories and has played a significant role in expanding the concept of ‘archive’ and the way in which the past is constructed and viewed. It has attracted widespread interest and participation and is one of the most visited pages on the website. A Registry of Archival and Memory Institutions and organisations is being developed and will be placed on the website to provide a portal through which these institutions and their holdings can be promoted and accessed. The Archival Platform maintains an ongoing scan of the South African archival sector, and is compiling a State of the Archive report in 2013 to provoke new ways of thinking, define challenges facing the sector and identify gaps and opportunities for future action.

Oversight of the Archival Platform project is performed by a steering committee comprising Professor Carolyn Hamilton (UCT), Professor Njabulo Ndebele, Verne Harris and Sello Hatang (Nelson Mandela Foundation) and Noel Solani (Nelson Mandela Museum, Mthatha).

Convening dialogue around critical social issues



Resource Mobilisation

The 2012/13 financial year marked the completion of the Nelson Mandela Foundation's five-year strategic plan, which will reach its final milestone in 2013 with the launch of the Foundation's newly refurbished home as a public facility.

The extensive refurbishment of the building, to become the Centre of Memory and to create permanent and temporary exhibition spaces, upgraded facilities for dialogue and a customised archival storage facility, will physically reposition the Foundation to deliver on Mr Mandela's vision. It has been made possible by a R12-million grant from the National Lotteries Board of South Africa, and we take this opportunity to extend our sincere thanks to the Board for this signal investment.

The Foundation's five-year journey has been both challenging and immensely productive as it seeks to engage in Mr Mandela's legacy for social justice by focusing on two components: memory and dialogue.

The 2012 programme was boosted early in the year by former United States of America (USA) President Bill Clinton, who hosted a benefit in his private office in New York on 23 February 2012 to honour the lasting legacy of Nelson Mandela. This event marked the relaunch of a Nelson Mandela Foundation initiative to promote the Mandela legacy globally in the years ahead, in partnership with the King Baudouin Foundation and Cadence Communications, both based in New York.

Supporters from South Africa, the USA, the United Kingdom (UK), Canada, Australia, and Nigeria joined President Clinton, Human Settlements Minister Tokyo Sexwale, and Foundation Chief Executive Officer Achmat Dangor to pay tribute to Nelson Mandela. We are most grateful to President Clinton for this honour. We also thank our major sponsors, Norton Rose Group, and Mr Recep Özkan, chairman of Everglobe Partners LLC, for their support, as well as all others who generously contributed to the reception's success and the donations to the Foundation which followed.

The work and impact of the Foundation's five-year strategic plan has been made possible by the investment of over 41 corporate and foundation donors, as well as many individuals, as a result of their belief in the Foundation's vision and content. To celebrate and honour these contributions the Foundation held a donor evening on 10 May 2012, at which the particular contributions of its legacy champion donors were acknowledged and to whose ranks Vodacom and the Indian government were welcomed. Legacy champions are donors who make a substantial capital investment in the Foundation's sustainability, to secure the principles of independence and inclusivity which are so important to its Founder. Legacy champions include Mr Patrice Motsepe, Mr Tokyo



Sexwale, former President Bill Clinton, David Rockefeller and his daughter Peggy Dulany, Vodacom and the Indian government. The continuing support of Volkswagen through the provision of vehicles for the Foundation, and of other loyal donors such as SAP for its 10 year sponsorship of the Nelson Mandela Annual Lecture, were highlighted, as well as the contribution of its loyal programme and core funding donors. The German government's development arm (GIZ) continues to support innovative dialogue initiatives and 2012 saw the completion of core funding grants in the Foundation's work by international donors in the USA, the UK (such as the Department for International Development (DFID)) and the Swedish postcode lottery (which, unusually, renewed its commitment to the Foundation for a further year in 2013 with a gift of 3.5-million krone).

UK performer, writer and comedian Eddie Izzard, together with representatives of Lion TV who were in South Africa to film a documentary featuring Mr Izzard's first attempt to run 27 marathons in 27 days to mark Mr Mandela's 27 years in prison, were welcomed at the donor event. Mr Izzard, through Lion TV, subsequently donated a generous portion of the proceeds of this documentary to the Foundation.

As reported elsewhere, the launch in April 2012 of the Nelson Mandela Portal with the support of Google and the Tides Foundation, completed the Foundation's objective to create two 'homes' (physical and virtual) through which to provide an integrated resource to the world on the life and times of Mr Mandela.

A unique partnership between Sunderland Football Association Club (SFAC) and the Foundation was launched at Sunderland's Stadium of

Light in November 2012. The SFAC and the Foundation will collaborate on programmes to promote the ethos of non-racism, dialogue and reconciliation in the UK and elsewhere, using football as an international language.

These are some of the highlights of the investment which the Foundation has been able to attract. We remain deeply grateful for the generosity, confidence and commitment of the many individuals and organisations who continue to support and promote our work and Mr Mandela's invaluable legacy for social justice.

Secure online giving platforms, offering tax-efficient giving for people and organisations around the world who seek to donate to the Foundation, have been created at the link <http://www.nelsonmandela.org/content/page/donate>.

We look forward to welcoming all our donors to the official launch of the Foundation's new Centre of Memory in Johannesburg in November 2013.

How to Support the Work of the Nelson Mandela Foundation



NELSON MANDELA
FOUNDATION

Living the Legacy

The Nelson Mandela Foundation provides an integrated public information resource on the life and times of Nelson Mandela and convenes dialogue around critical social issues.

Donate:

Online – starting with any amount from R50 upwards. Through bank transfers, debit orders or bank deposits; obtain banking details from fundraising@nelsonmandela.org. We deeply appreciate donations of any value and all donations are acknowledged. The different donor recognition mechanisms include:

Legacy Champion:

Donate R5-million, payable over an agreed period and join a select circle of Founding Nelson Mandela Legacy Champions – former President Bill Clinton, Peggy Dulany, Patrice Motsepe, Tokyo Sexwale and David Rockefeller. You will receive personalised certificates; have your name permanently inscribed onto a Wall of Honour at the Centre and on the website; and have VIP access to all events and activities.

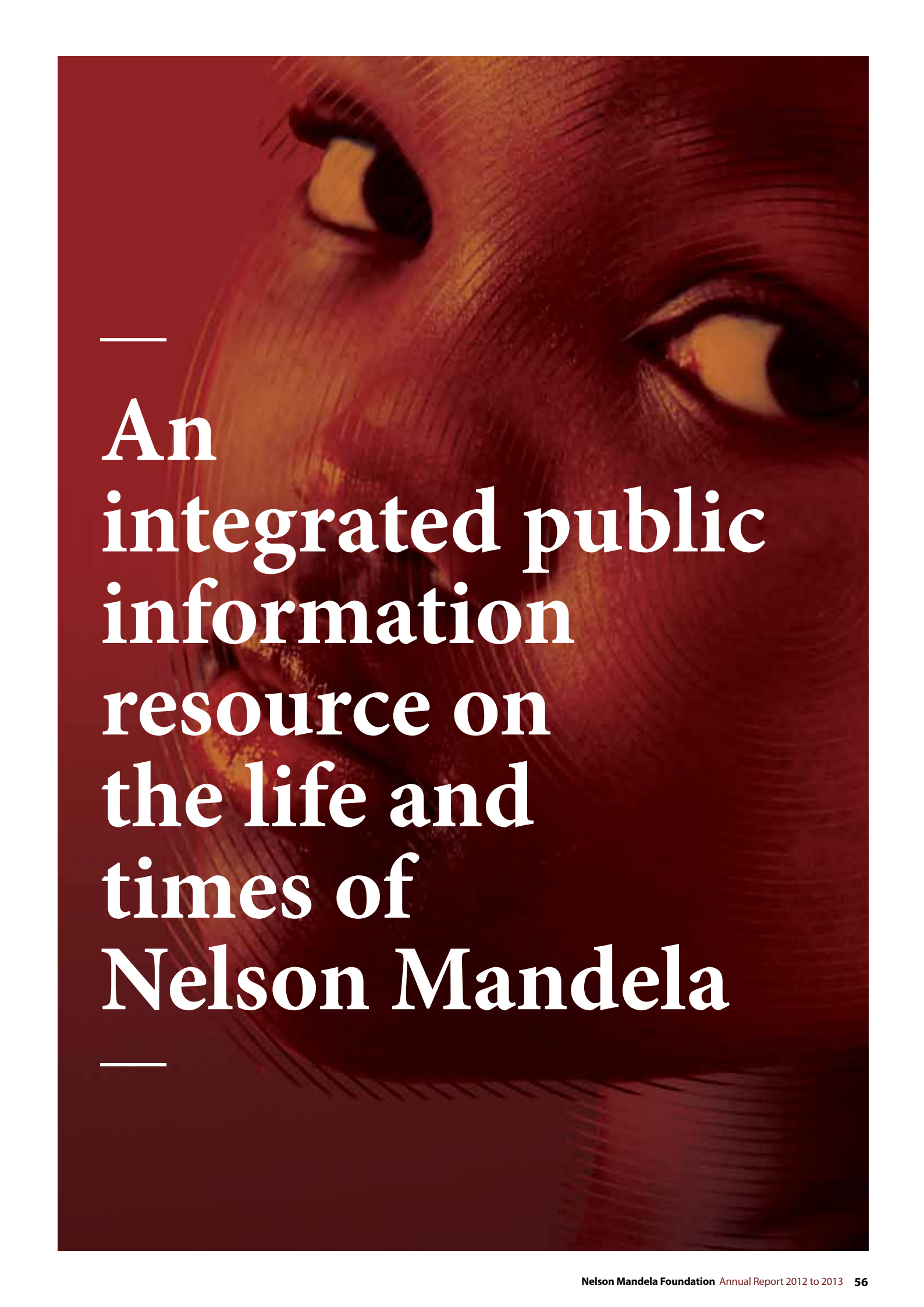
Legacy Advocate:

Make a significant donation and actively recruit other donors; receive special mention on the Centre's website and in the Annual Report; and have access to all events and activities.

Legacy Supporter:

Make a donation of any size or actively encourage others to do so; and receive special mention in the Annual Report.

The Nelson Mandela Foundation is a registered non-profit organisation and complies with all relevant financial regulations.

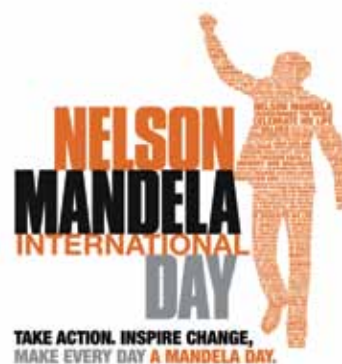


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**An
integrated public
information
resource on
the life and
times of
Nelson Mandela**
—

Nelson Mandela organisations



Nelson Mandela Foundation-related initiatives





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