



2014 ANNUAL REPORT

MARCH 2014 - FEBRUARY 2015



NELSON MANDELA
FOUNDATION

Living the legacy

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ABOUT THE FOUNDATION

VISION

A society that remembers its past, listens to all its voices, and pursues social justice.

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.

CORE WORK

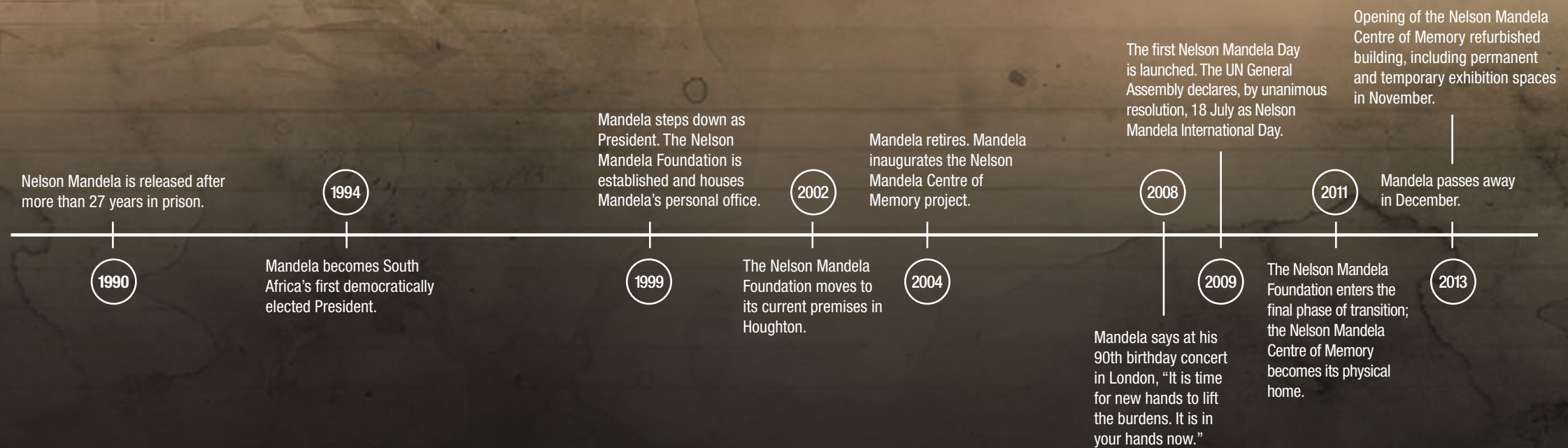
To deliver to the world an integrated and dynamic information resource on the life and times of Nelson Mandela, and to promote the finding of sustainable solutions to critical social problems through memory-based dialogue interventions.

SLOGAN

“Living the legacy”

THE 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.



MESSAGE FROM THE CHAIRMAN

PROFESSOR NJABULO NDEBELE

THE NELSON MANDELA FOUNDATION PROMOTES THE LEGACY OF MADIBA BY CONTRIBUTING TO BUILDING DEMOCRACY AND ACHIEVING SOCIAL JUSTICE.

We undertake “memory” and “dialogue” work based on deep research and analysis. We work with our sister organisations, the Nelson Mandela Children’s Fund and The Mandela Rhodes Foundation, to achieve our Founder’s mandate.

If the year 2013 was a momentous one for the Foundation, shaped indelibly by the loss of Nelson Mandela, 2014 posed a unique challenge to us: how would we sustain the requisite energy, purpose, focus and presence in the absence of Madiba? To adjust fully to his absence will take more than a year. But the journey of living his legacy allows for no postponements. In the first year of Madiba’s passing, we faced the question squarely in a two-day retreat.

Our transition from the Foundation’s 2007-13 strategic plan to our current 2013-18 plan is the context against which we sought to answer this question. The earlier plan sought to transform the Foundation from Mandela’s post-presidential office into a non-governmental organisation with its core work located in the memory-dialogue nexus. The next and current strategic plan is designed to give shape and content to this nexus.

We envisioned that if we were successful at the end of our plan in 2018, the Nelson Mandela Foundation (NMF) will have become the trusted voice on the life and times of Mandela; the preferred convenor of dialogue on critical social issues; will be self-sustaining rather than donor-dependent, but with substantial resource mobilisation capacity for programmes; will have an institutional brand identity well established in the South African and global public imagination, and firmly connected to its physical home, the Nelson Mandela Centre of Memory whose establishment was the culmination of our Founder’s desire which he expressed through our Trust Deed. We would remain the custodian of a Nelson Mandela International Day campaign with ever-expanding international reach, and the Nelson Mandela Annual Lecture.

And we would continue to implement the medley of instruments given us by Mandela to protect the use of his name.

It was our intention that our strategic objectives should give strong resonance to the Foundation’s vision of “a society which remembers its pasts, listens to all its voices, and pursues social justice”. It is consequently our mission “to contribute to the making of a just society by keeping alive the legacy of Mandela, providing an integrated public information resource on his life and times, and by convening dialogue around critical social issues”.

These solemn intentions allow us considerable space to sense the social conditions at home and abroad and to ponder the best dialogue interventions necessary in the search for social justice. They enable us to ponder, among other things, the historical phenomenon of how most countries around the world, through their constitutions and laws, aspire to achieve their idealised selves as embodied in these documents of their aspirations.

Their evolution towards their ideal image is the story of the history of struggles with themselves and with other nations, formulating new laws, amending existing ones, and on rare occasions amending their constitutions. Such efforts result partly from their experiences and their willingness and ability to be responsive to the demands of institutions they have created to mediate interactions among themselves as they stay on course towards who they wish to be.

I sense that South Africa is going through a critical phase in which the new democracy’s willingness and ability to be as responsive to its solemn commitments are being tested more than ever before in our country’s 21 years of freedom and democracy. Several questions, by way of example, suggest themselves. They all speak to the pursuit of social justice.

How successful have South Africans been in responding to the demands of having chosen to be a constitutional democracy? How strong are institutions of democracy to sustain their aspirations? Is the pursuit of non-racialism as a constitutional objective still a historic priority for South Africans? What are the current

levels of trust between government and its electorate in the pursuit of good governance and social cohesion?

If South Africans agree that corruption has become structurally, ethically, and morally endemic, what is the level of the national commitment to eradicating it?

Beyond South Africa the challenge of social justice remains urgent on much of the African continent. The number of Africans leaving their countries in pursuit of opportunities for work, safety and security in other countries is a continental phenomenon too large and too tragic to ignore.

This phenomenon speaks crucially to social justice. The effectiveness of the African Union in creating binding commitments across member states through its leaders in continental partnership through a continental organisation invites questions similar to the ones just asked. Equally so, the search for a just global order continues.

The United Nations has for 70 years projected an ideal world order. In that time though, the political shape of the world has changed significantly. The recent emergence of BRICS, for example, might represent a major realignment in global multi-lateral relationships. We could ask similar questions about the extent of the global community’s commitment to a global order that pushes human rights to their logical conclusion in a world that has changed in some fundamental ways.

It should be clear that as Madiba’s loss was as deeply felt across the world as it was in South Africa, we would strive to remain faithful to the South African and global resonance of his extraordinary example and legacy.

The local, continental, and global complexity of questions that the Nelson Mandela Foundation has had to confront do impose a heavy responsibility on the Foundation to strive to be as robust as possible in the form, content and processes of its interventions through its programme delivery platforms as informed by the legacy Mandela has left for South Africa and the world.

I am delighted to say that 2014-15 was a highly successful year for the Nelson Mandela Foundation on several accounts. In terms of financial well-being, we ended the year better resourced than we began.

We are grateful to our donors, partners, friends and supporters in South Africa and around the world, who have walked with us through this challenging initial period without Madiba. We have seen significant expansion across all our delivery platforms marked by both reach and impact.

Our dialogue work was restructured into theme-based programmes and expanded significantly. The international Mandela Dialogues (on memory work in post-oppression and post-conflict contexts) were concluded with pleasing evidence of its impact in the form of numerous kick-on projects in the 10 countries (Argentina, Bosnia Herzegovina, Cambodia, Canada, Croatia, Germany, Kenya, Serbia, South Africa and Uruguay) represented in the process.

We are working with our international partner, Germany’s Global Leadership Academy, in planning a second series of similar dialogues. In partnership with the National Library of South Africa and the government of the United States, we completed the deacidification of all our paper-based archival collections, including the priceless accumulation of Mandela’s private papers.

The Nelson Mandela International Day campaign continued to expand its reach, and the United Nations announced its intention to launch a new international award linked to the campaign. The 2014 Nelson Mandela Annual Lecture was highly successful by any measure, with the President of Chile, Michelle Bachelet, offering an inspiring address and engaging in two subsidiary dialogues.

In addition to her outstanding lecture, President Bachelet attracted much personal affection through the humanity of her accessibility and sharing of her thoughts and views with many who interacted with her in the programmes of the Foundation.



MESSAGE FROM THE CHAIRMAN

PROFESSOR NJABULO NDEBELE

We developed and published both a Visitor's Guide to the Centre of Memory and an organisational Prospectus.

Our web-based delivery platforms ensured continued growth in our international and local audiences – by year-end, we had secured more than nine million followers on our social media platforms.

We marked the first anniversary of Madiba's passing through a series of events over 10 days in December 2014. In this we partnered with the Mandela family, government represented by Deputy President Cyril Ramaphosa, the governing African National Congress, and other valued institutional stakeholders.

Throughout this period, the gun-carriage that many around the world will have seen, which carried Madiba to his final resting place, was on display for public viewing at the Foundation's Centre of Memory.

The Board also authorised parallel organisational reviews by McKinsey and Spencer Stuart, both valued partners, to identify enhancement and development opportunities.

These reviews were completed as the report year ended, providing the Board with a wide range of recommendations for consideration in 2015-16.

Our resource mobilisation capability was furthermore bolstered with the addition of a full-time donor care co-ordinator. The preliminary phase of a review of organisational policies was completed.

Sello Hatang, our Chief Executive, continues to lead the Foundation and his team with extraordinary drive, energy, operational insight and strategic resourcefulness. He crucially oversaw a successful fundraising drive throughout the year.

"WE ARE GRATEFUL TO OUR DONORS, PARTNERS, FRIENDS AND SUPPORTERS IN SOUTH AFRICA AND AROUND THE WORLD, WHO HAVE WALKED WITH US THROUGH THIS CHALLENGING INITIAL PERIOD WITHOUT MADIBA."

To expand its range of experience and expertise the Board of Trustees appointed three new Trustees after an intensive recruitment process.

Ms Nikiwe Bikitsha, broadcast journalist, writer, public speaker and media trainer, brings to the Board much needed media experience; Professor Carolyn Hamilton brings her highly regarded scholarship in history and archival thinking to the Foundation's memory work; and Maya Makanjee, her extensive experience in corporate governance, strategic thinking, and the use of information and communication technologies in the social sphere.

Through their contributions, the Board of Trustees will be able to strengthen its governance oversight across the range of the Foundation activities.

In our first year without Madiba's reassuring presence, I am grateful to my fellow Trustees for their exceptional commitment and for the hard work of our staff.

They all ensure that the Nelson Mandela Foundation is able to achieve sustainability and maintain high levels of delivery across all its line function platforms.

As the legacy of Mandela continues to resonate across the world, it perhaps does so now with growing urgency. The work of the Nelson Mandela Foundation faces us all with an equally growing sense of relevance.

“ TO BE FREE IS NOT MERELY TO CAST OFF ONE'S CHAINS, BUT TO LIVE IN A WAY THAT RESPECTS AND ENHANCES THE FREEDOM OF OTHERS. ”

- NELSON MANDELA

CHIEF EXECUTIVE'S REPORT

FROM THE OFFICE OF SELLO HATANG

THE YEAR 2014-15 WAS THE MOMENT IN THE FOUNDATION'S HISTORY WHEN IT CONFRONTED THE REALITY OF LIFE AND WORK WITHOUT OUR FOUNDER.

All the hard work over a decade to ensure the sustainability, relevance and impact of the organisation after his passing was given its first test.

The report period started with us still feeling the direct impact of his passing in December 2013 and the mourning period which followed. Our information systems were overwhelmed by communications from around the world as we refocused our endeavour on routine operational work.

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Three primary themes framed institutional energy in 2014-15: deepening of work in the memory-dialogue nexus, expansion of our reach with local and global audiences, and review of our governance structures, systems and procedures.

Although influenced by the fact of our Founder's passing, these were defined fundamentally by the five-year (2013-18) Strategic Plan adopted by our Board of Trustees in 2013.

This Plan crafted a development trajectory for the organisation defined by both elevation and consolidation processes, with the latter to be given more prominence progressively and prioritised from 2015. As is outlined below, the Foundation achieved pleasing results with both 'deepening' and 'expanding'. In terms of 'reviewing':

- Increasingly dynamic funding environments were scoped and our resource mobilisation capacity enhanced by the creation of a new donor care co-ordination post.
- We commissioned McKinsey to undertake an analysis of our human resource capacities and structures in relation to functions. This included review of the Centre of Memory as a public facility one year after its opening. The Board of Trustees was considering McKinsey's recommendations at the end of the report period.

- We commissioned Spencer Stuart to do an intensive organisational culture review. This had moved into its final phase at the end of the report period.
- Organisational policies were consolidated and reviewed in preparation for assessment by an outside party in 2015.
- After a two-day strategic review process the Board decided to enhance its capacity by appointing three new Board members – Nikiwe Bikitsha, Carolyn Hamilton and Maya Makanjee.
- Our various ad hoc internship opportunities were integrated into a new internship programme, with three international and two local interns accommodated in the report period.
- These critical review processes sapped energy from our programmatic work, but our achievements with the latter were pleasing.

"IT HAS NOW TRULY COME OF AGE AS ONE OF A FAMILY OF ORGANISATIONS MANDATED TO PROMOTE MADIBA'S LEGACY."

PROGRAMMATIC WORK

The key objective for the Foundation's programmatic work in 2014-15 was to expand levels of core function delivery at the same time as absorbing the demands of the review processes outlined above. It is testimony to the hard work and dedication of programme staff that this objective was achieved. Highlights during the year included:

- Our web-based and social media delivery platforms showed pleasing growth despite the anticipated 'dip' in the wake of our Founder's passing.
- Both the www.nelsonmandela.org and www.mandeladay.org websites were revamped and given deeper integration with our social media platforms. Development of a medley of mobile phone apps was well under way.
- The Foundation's Centre of Memory completed its first full year as a public interface space and supported an extraordinary range of events, visits and guided tours. The permanent exhibition

was enhanced and a fundamental evaluation of use of the space initiated.

- Highly successful Nelson Mandela International Day and Nelson Mandela Annual Lecture programmes were delivered. In terms of scope, reach and impact both programmes were the best delivered by the Foundation to date.
- While continuing to convene, support and host a wide range of dialogues on critical social issues, in 2014-15 the Foundation took its dialogue programme to a new level with the launch of deeper and sustained interventions in the areas of youth alienation, race and identity, land and traditional leadership, and the state of archives and information access in South Africa. The first international Mandela Dialogues series, focusing on memory work in post-oppression contexts and with participants from 10 countries, was brought to a successful conclusion and a number of innovative kick-on projects undertaken.

- In collaboration with the National Library of South Africa and the United States State Department, all the Foundation's paper-based archival collections, including our Founder's personal papers, were deacidified. This constitutes a critical intervention in the preservation of a priceless heritage resource.

RESOURCE MOBILISATION

The Foundation confirmed a sustainability model built on five primary revenue streams:

- Contributions to the Endowment Fund (undesignated)
- Interest earned by the Endowment Fund
- Programmatic funding grants (designated)
- Revenue-generating activities (for instance, publications resulting in royalty payments)
- In-kind donations – A strong resource mobilisation drive in 2014-15 was informed by a scoping of relevant funding terrains.

The drive saw pleasing growth across all five funding streams. Our donor pool grew and in-kind donations were diversified (see the list of donors elsewhere in this Report). The latter are estimated at approximately R6-million in value. South African corporate support expanded significantly.

Funding environments in Europe, the Middle East, the UK and the US were revisited.

The Centre of Memory began to generate income as a public facility. With the support of the King Baudouin Foundation, the Foundation partnered with Faircom New York to promote advocacy and investment in its work in the US market. Our online giving platforms supporting individual giving in the US (Network for Good) and in South Africa (GivenGain) were maintained. And the investment programme saw our endowment fund continue to grow.

CONCLUSION

The Foundation has weathered the storm of our Founder's passing and demonstrated our viability as an NGO undertaking work in the memory-dialogue nexus.

It has now truly come of age as one of a family of organisations mandated to promote Nelson Mandela's legacy. Its Centre of Memory is a premier facility for memory and dialogue interventions.

I wish to thank our donors, partners and other stakeholders for generous support through this defining year. Our Board, now expanded with its three new members, and its dedicated committees, have been a pillar of strength.

I am especially indebted, as always, to our Chairperson, Professor Njabulo Ndebele, who continued to prioritise the Foundation and has always been there for me with his wisdom and enthusiasm.

Finally, a big thank you to our staff, without whom Foundation strategies and plans would not be implementable.

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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 Nelson Mandela's legacy. In the report period strong focus areas were youth, access to information, South Africa's national archival system, reckoning with oppressive pasts, and international dialogue. A central element of the youth focus is provided by the Foundation's partnership with Life Co Unlimited SA. The "Nelson Mandela: The Champion Within" programme provides a means to promote Nelson Mandela's legacy among young people in the context of focused leadership training. In the report period 9 180 university, college and high school students were reached.

The youth dialogue programme addressed the challenges of youth alienation across a wide range of platforms:

- A range of youth dialogues around "Building Social Cohesion through Active Citizenship" were sustained through partnerships with Brand SA, The Sowetan, Mail & Guardian, Kaya FM, Ubuntu Concepts and Royal Bafokeng Holdings. In November 2014, the Foundation convened a special session at the Global Youth peace indaba in Cape Town.
- The premiere of the documentary 1994: The Bloody Miracle, was used to create a dialogue space involving the film producers, subjects documented in the film, and the audience. Further dialogues using the documentary were convened at the following universities – the University of Johannesburg, University of Cape Town and the Durban University of Technology.
- The Barclays/ABSA Literacy for Leadership interactive dialogue process using the film Mandela: Long Walk to Freedom and the Authorised Mandela Comic Book to reach 4 500 learners nationally between grades 8 and 10 (as well as 1 000 educators) was prepared for roll-out early in 2015.
- Numerous visiting university and school groups from South Africa and the United States were hosted at the Foundation and engaged in dialogue spaces.
- The international Mandela Dialogues, a series of three dialogues on post-oppression memory

work co-convened by the Nelson Mandela Foundation and GIZ Global Leadership Academy, was successfully concluded. It involved 26 participants from 10 countries with gatherings in South Africa, Cambodia and Germany. Discussions with GIZ are under way for a further international dialogue collaboration in 2016. The first series has already generated follow-up series of dialogues on the issue in Argentina and the Balkans and saw the Foundation co-hosting a session at the annual international Institute for Security Studies (ISS) conference on crime prevention in Johannesburg.

Aside from those associated with the 12th Nelson Mandela Annual Lecture (see the following section of this Report), a range of other formal dialogue forums addressing diverse issues were convened by the Foundation. Most of them carried a strong advocacy element:

- The Foundation hosted the launch of CASE's report on the intimidation and manipulation of voters in the run-up to the May general election.
- The Foundation convened another in its series of legacy dialogues. This one focused on our Madiba's legacy in relation to the legacies of the ANC. Panelists were Mac Maharaj, Dr Adekeye Adebajo and Hugh Macmillan.
- In partnership with the Wits Institute for Social and Economic Research (WISER), the Foundation launched the new Cambridge Companion to Nelson Mandela. A dialogue was hosted, driven by a panel comprising Achille Mbembe, Rita Barnard, Verne Harris and Mbongiseni Buthelezi.
- In partnership with the South African Human Rights Commission, the Foundation convened a series of focus group dialogues on race and identity. These dialogues saw the generation of a Position Paper by the Foundation which will inform a national dialogue roll-out planned for 2015.
- The Foundation hosted a dialogue forum convened by the Institute for Security Studies and the Centre for Law and Society (ISS) at the University of Cape Town to launch the latest edition of South African Crime Quarterly (SACQ). The edition addresses an issue which is increasingly becoming both a faultline and a

flashpoint in South Africa, namely the nexus of land, traditional leadership and mining. Its focus is on the North West province's platinum belt.

- In partnership with ISS, the Foundation convened a dialogue in Cape Town on the state of open democracy in South Africa.
- The Foundation co-hosted with the Open Democracy Advice Centre (ODAC), a national workshop on the international Open Government Partnership.

The workshop provided a civil society information-sharing and consultation opportunity.

Other advocacy interventions included:

- The Foundation's partnership with the University of Cape Town on the Archival Platform project (see Annexure A).
- The Platform undertook a wide-ranging analysis of the country's national archival system (which will be published in 2015) and commissioned an analysis of the legislation's implications for memory institutions. Both analyses will be workshopped in dialogues around the country in 2015.
- The Foundation is a partner on the Global Watch campaign spearheaded by the Sexwale Foundation.
- The Foundation is supporting the UN's My World campaign to generate new millennial goals.

"IN THE REPORT PERIOD 9 180 UNIVERSITY, COLLEGE & HIGH SCHOOL STUDENTS WERE REACHED."

- The Foundation hosted a government delegation from Madagascar to explore lessons learned from transitional justice in South Africa.
- The Foundation made a submission to the International Council on Archives in relation to the Council's draft set of principles on archives and human rights.
- Staff members contributed to professional publications and delivered papers at gatherings in Argentina, Austria, Canada, Germany, Ireland, Mauritius, Northern Ireland, South Africa, the United Kingdom, the United States and in Africa.



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THE TWELFTH NELSON MANDELA ANNUAL LECTURE

CAPE TOWN CITY HALL – AUGUST 2014

THE TWELFTH NELSON MANDELA ANNUAL LECTURE WAS DELIVERED BY PRESIDENT MICHELLE BACHELET OF CHILE IN AUGUST 2014.

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It was an outstanding success, achieving an unprecedented reach and impact. Hosted by the City of Cape Town, it secured high media interest – 35 media houses were in attendance, with live coverage on SABC2, SABC DSTV News Channel 404 and SAFM. The audience of 1 076 made it the best-attended Lecture since Nelson Mandela himself attended.

In addition to the Lecture, President Bachelet engaged in two formal dialogues:

- A gender dialogue hosted by the University of Cape Town on the theme “Do gender dynamics really matter in continuing the work of liberation?” More than 400 people participated in the dialogue.
- A memory dialogue hosted by the Mandela Rhodes Foundation on the theme “Reckoning with oppressive pasts, making liberatory futures: the questions of economy and inequality”. Thirty participants engaged with President Bachelet.



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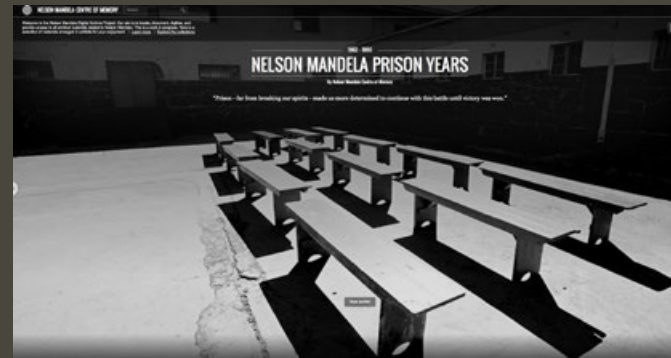
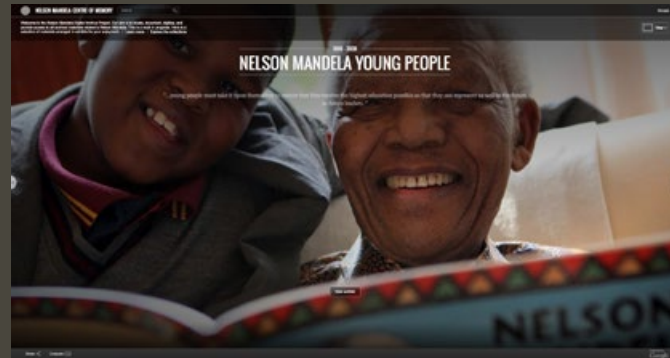
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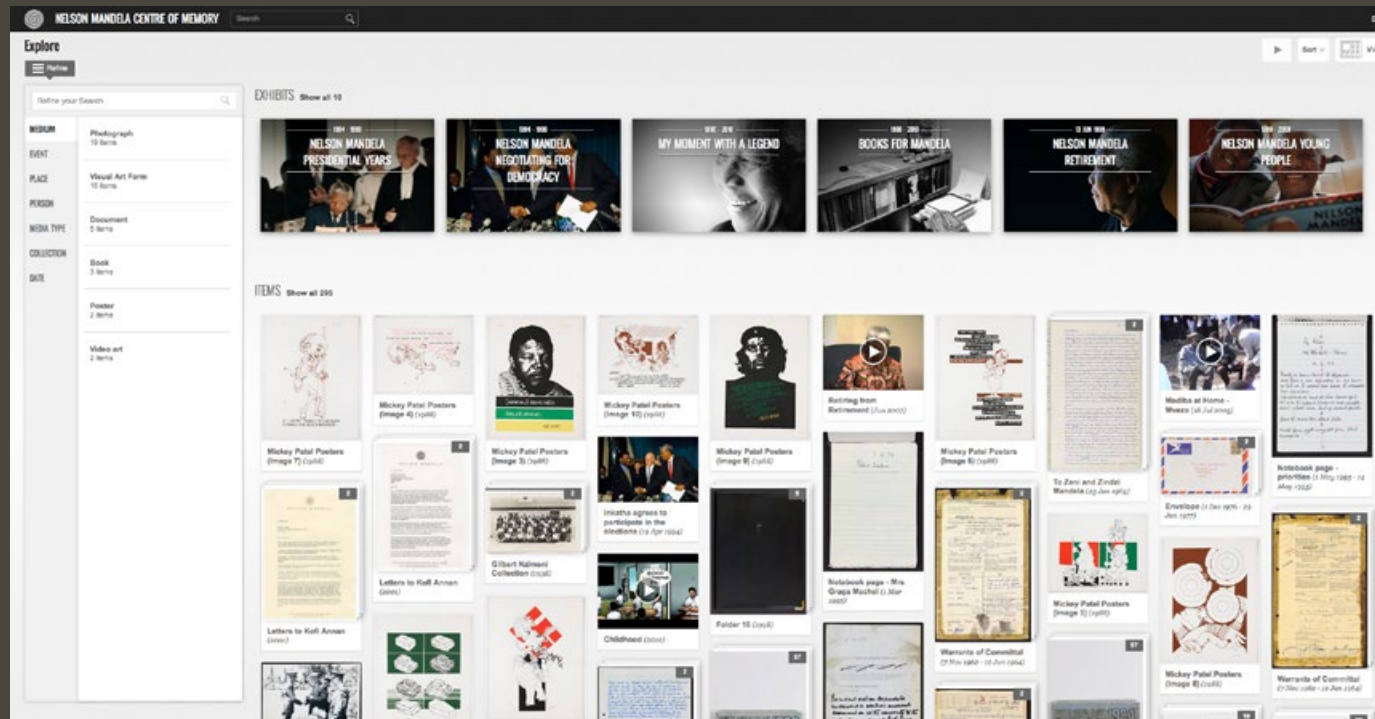
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VIRTUAL ARCHIVE & THE WEB



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UNLIKE MOST CONVENTIONAL ARCHIVES, THE NELSON MANDELA FOUNDATION'S CENTRE OF MEMORY IS NOT DEFINED BY THE CUSTODY OF PHYSICAL COLLECTIONS (ALTHOUGH IT HAS SUBSTANTIAL AND GROWING COLLECTIONS).

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. The imperative is to document this vast resource, facilitate access to it, and promote its preservation and use.

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 organisation's website (www.nelsonmandela.org).

The following key design elements define the portal's shape – 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 a social media webbing around it.

Through the report period each of the portal's design elements received sustained attention, with a special focus on upgrading the underlying infrastructure and overhauling user interfaces. Considerable attention was also given to exploring mobile phone apps as a new design element. Three more apps will be launched in 2015 in collaboration with institutional partners.

The Foundation's digitisation programme was deprioritised, as 2014-15 was dedicated to the deacidification of all paper-based archival holdings (see the next section of this Report). Nonetheless, core work was maintained:

- Funding was raised to support the implementation of an integrated storage, management and content delivery solution. An Australian Volunteers International specialist in digitization was recruited for 2015 to drive the project.
- Funding was raised to support the digitisation of the massive 46664 film archive in 2015-16.
- All new film and paper-based acquisitions were digitised.
- A new high resolution scanner was acquired.
- The Foundation's virtual exhibits on the Google Cultural Institute platform were maintained, functionalities monitored, and a new exhibit developed.

The portal has established itself as the most trusted and widely used internet resource for research on the life and times of Nelson Mandela.

In 2014, both the www.nelsonmandela.org and www.mandeladay.org websites were overhauled and cutting-edge user interfaces ensured.

Use of the portal (the main site and several subsidiary sites) in the report period showed strong growth (see Annexure B for detailed statistics).

User statistics for 2013-14 were inflated dramatically by the global attention triggered by the passing of our Founder in December 2013.

When this unique peak usage is subtracted from the statistics, 2014-15 shows sustained growth in relation to 2013-14.

The most notable growth was evident across all the Foundation's social media platforms – Facebook, Flickr, Google+, Twitter and YouTube.

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“THE WEBSITE HAS FULL PORTAL FUNCTIONALITY AND IS BEING DEVELOPED AS THE NELSON MANDELA PORTAL.”

□ In 2012, the National Archives approached the Foundation for assistance with the digitisation of the Rivonia Trial Yutar Papers. Under the oversight of the Foundation, this project was brought to completion.

WEBSITE MANAGEMENT

Website management continued to receive sustained attention. Monthly meetings with the service provider ensured close monitoring and continuing functionality enhancement.

The website has full portal functionality and is being developed as the Nelson Mandela Portal.

All five platforms were more tightly integrated into the Portal and, not surprisingly, traffic grew substantially – Facebook use, for instance, grew by more than 200%.

A complete overhaul of the Foundation's ICT infrastructure has supported this growth.

We have inter-alia implemented a Cloud solution to back-up capacity, expanded our fibre-line capacity, upgraded all infrastructure, implemented a comprehensive database hygiene intervention, and developed a business continuity plan.



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NATIONAL ACTION COUNCIL OF CONGRESS OF THE PEOPLE

Dear Friend,

We enclose a copy of our Plan of Campaign...
 Yours very sincerely,
 W. S. SIBANE
 For Secretariat.

NATIONAL ACTION COUNCIL OF CONGRESS OF THE PEOPLE

As a result of the historical struggle...
 We call the masses of the people to...
 Let us speak of the state of the people...

TO TAKE THE PEOPLE OF SOUTH AFRICA BACK TO FREEDOM - LET US SPEAK FREELY OF FREEDOM!

Let us speak of the state of the people...
 Let us speak of the state of the people...
 Let us speak of the state of the people...

© NMF/Abdul Bahm Collection

© NMF/Matthew Willman

COLLECTIONS

AS WAS EXPLAINED EARLIER, THE FOUNDATION'S CENTRE OF MEMORY IS NOT PRIMARILY A COLLECTING ENDEAVOUR.

Nevertheless, substantial and invaluable collections are being built up: the Foundation's core governance records (Board minutes, Board resolutions, Committee charters and so on) were audited and formally acquisitioned into the archive; other Foundation organisational records were added to the archive; and a number of significant accessions were acquired.

Firstly, a partnership with the National Library of South Africa which saw all the Foundation's paper-based collections deacidified.

This occupied most of 2014-15 and involved the preparation, transport to and from Pretoria, processing, and re-organisation of 3 307kg of archival records, 945kg of books, 2 301 photos and 145 large-format documents.

Secondly, the processing of the huge numbers of tribute books received from all over the world in the wake of our Founder's passing. The latter was successfully completed in February 2015.

"A NUMBER OF SIGNIFICANT ACCESSIONS WERE ACQUIRED."

For example: the Abdul Bahm Collection, a rare accumulation of ANC, South African Communist Party (SACP) and Congress of the People materials, the film archive generated by the documentary 1994: The Bloody Miracle, a wide range of photographic materials donated by photographers, and a unique collection of materials related to the King Kong musical donated by Irene Menell.

All new acquisitions were subjected to routine archival processing, while databases and other web-accessible resources were regularly updated.

All original documents in the permanent exhibition were replaced by archival facsimiles and the processing of the massive 46664 film archive completed.

Capacity constraints make proactive acquisition endeavour impossible and limit collections processing.

The report period was dominated by two major projects.

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EXHIBITIONS AT THE CENTRE OF MEMORY

THE NELSON MANDELA FOUNDATION'S CENTRE OF MEMORY WAS OPENED TO THE PUBLIC BY APPOINTMENT IN NOVEMBER 2013.

It offers a permanent exhibition on the life and times of Nelson Mandela, temporary exhibitions and a range of dialogue spaces.

The permanent exhibition begins at the front entrance of the Centre and ends in what was Nelson Mandela's post-presidential office from 2002 to 2010.

Two elements make this exhibition unique:

- The displays of artefacts and documents from Mandela's private archive.
- The walk-in feature of Mandela's post-presidential office, preserved as it was the last time he used it.

For the Foundation, the exhibition must remain a work-in-progress, constantly being refreshed, updated and enhanced. It will always be brought into conversation with smaller scale temporary exhibitions mounted in the adjacent foyer area.

In the report period it was enhanced in a number of ways:

- A new closing panel representing Mandela's passing was installed.
 - The Mandela quotes on the walls were made bigger.
 - A flat-screen was added to the display in Mandela's office.
 - The jackal kaross used by him in his 1962 trial is now on display in its own customised display cabinet loaned by Winnie Madikizela-Mandela.
 - An installation for teenagers featuring touchscreen functionality and quiz features was introduced.
- In the report period more than 1 200 bookings for visits to the Centre were processed.
- Two temporary exhibitions were generated for the foyer area:
- A Mandela-Gandhi installation to mark the centenary of Gandhi returning to India from South Africa was on offer from July to November 2014.
 - A tributes exhibition to mark the first anniversary of our Founder's passing was on offer between December 2014 and March 2015. A display of documents related to Mandela's university studies was installed adjacent to the permanent exhibition.

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 in the "Mandela Cell".

The Nelson Mandela Academic Hospital (Mithatha) retained the exhibition developed for Nelson Mandela International Day 2010.

The major exhibition Mandela remained on display in the Apartheid Museum through the year (where it is viewed by an average of nearly a 1000 people a day).

Black Man in a White Man's Court: The Forgotten Trial of Nelson Mandela was loaned to UNISA and the University of Stellenbosch.

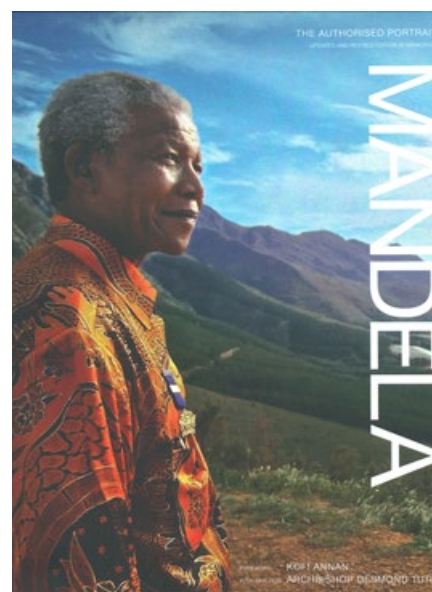
For Madiba with Love, a selection of images by world-renowned photographer David Turnley from the period 1985-95, was loaned to the University of Stellenbosch.

A second travelling version of the permanent exhibition was developed for use in South Africa and abroad, with additional panels representing our Founder's passing. Installations were made in New York, Mauritius and Johannesburg.



PUBLICATIONS

PRESERVING MADIBA'S MEMORY



BOOKS ABOUT OR RELATED TO NELSON MANDELA CONSTITUTE A SUBSTANTIAL INDUSTRY.

The Nelson Mandela Foundation's publications programme, inaugurated in 2005 with the publication of *A Prisoner in the Garden: Opening Nelson Mandela's Prison Archive*, seeks to support or deliver quality publications in areas not heavily represented already by that industry.

Three areas are prioritised: deep archival research aimed at delivering archival materials in marketable form – within a frame of 'taking archives to the people'; narratives and materials designed specifically to reach young people; and projects aimed at foregrounding the 'hidden voices' in Nelson Mandela's life.

The programme is supported by the Foundation's in-house research capacity, informed by extraordinary access to archival materials, and shaped by public education rather than commercial imperatives.

Nine projects occupied the programme in the report period:

- A new edition of *Mandela: The Authorised Portrait* (PQ Blackwell) was published after the passing of Mandela.

- Between 1998 and 2002, Mandela worked on what was intended to be a sequel to his autobiography *Long Walk to Freedom*. Provisionally titled *The Presidential Years*, the manuscript was left unfinished. In 2014, the Foundation assembled a team to complete the work in collaboration with PQ Blackwell.

- The Foundation supported the publication of a 2015 Nelson Mandela School Diary in collaboration with Exclusive Books and a tourist guide to Mandela sites in collaboration with South African Tourism.

- A new edition of the *Children's Long Walk to Freedom* (Macmillan) was published.

- The Foundation published a *Visitor's Guide to the Nelson Mandela Centre of Memory*, a learner's permanent exhibition worksheet and a *Foundation Prospectus*.

- The 20th anniversary of the publication of *Long Walk to Freedom* was celebrated with an online feature about the provenance of the book and an analysis of errors of fact in the published text.

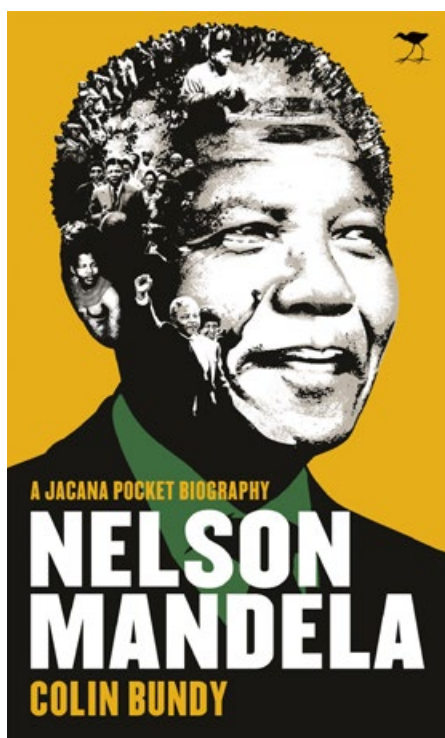


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“IT IS ALWAYS A SPECIAL PLEASURE TO TALK TO CHILDREN ABOUT MY FAVOURITE PASTIME: READING.”

— NELSON MANDELA

RESEARCH



DURING THE REPORT PERIOD THE FOUNDATION FIELDIED SEVERAL THOUSAND ENQUIRIES ABOUT NELSON MANDELA, ABOUT ARCHIVAL SOURCES, ACCESS TO MATERIALS, AND USE OF MANDELA'S INTELLECTUAL PROPERTY.

The Foundation constitutes a one-stop-shop for all such enquiries, whatever their origin. In the lead-up to the first anniversary of Mandela's passing, the Foundation was overwhelmed by demand for research support by the media.

Major publications which benefitted from the Foundation's dedicated research resource in the report period included:

- New documentaries and tributes by a range of film and television media.
- The Cambridge Companion to Nelson Mandela.
- The autobiographies of Nelson Mandela's former personal assistant Zelda la Grange and former warder Christo Brand.
- A new Nelson Mandela biography by Colin Bundy.
- A book on Nelson Mandela and business by Andrew Lukhele.

The programme provided continuing research and analysis in support of all the Foundation's functions and projects.

The demands of the dialogue and advocacy function stretched capacity to the limit. Five special research projects were undertaken:

- The fourth phase of the Mandela Prison Files project – the transcription of Mandela's outgoing correspondence – was initiated.
- The project to identify every error of fact, inaccuracy, misspelling and typo in Mandela's autobiography Long Walk to Freedom was concluded and the results published.

“THE DEMANDS OF THE DIALOGUE AND ADVOCACY FUNCTION STRETCHED CAPACITY TO THE LIMIT.”

- A new multimedia version of the timeline for Nelson Mandela's life was created and made available online.
- Online features to mark the 25th anniversary of Nelson Mandela's release from prison were developed.
- An oral history project to record the reminiscences of Mandela's former staff members was initiated.

TIMELINE

2012 2013 1918 1925 1930 1981

1910s

1918
18 July

Born Rolihlahla Mandela at Mvezo in the Transkei

Images 6699 Quotes

Gunu - Nelson Mandela's birthplace. Credit: NMF/Matthew Willman

"No one is born hating another person because of the colour of his skin, or his background, or his religion. People must learn to hate, and if they can learn to hate, they can be taught to love, for love comes more naturally to the human heart than its opposite."

1920s
1930s
1940s
1950s
1960s
1980s
1990s
2000s
2010s

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COMMUNICATIONS & RECORDS MANAGEMENT

IN THE REPORT PERIOD:

- The first anniversary of Madiba's passing was marked with a series of events and the opening of the Centre of Memory to the public from 4 to 15 December. In this period, the gun-carriage which bore Nelson Mandela to his final resting place was on display.

The following events were hosted at the Centre:

- The launch of a Tributes exhibition on 4 December.
- A tribute to Mandela by artists on 6 December.
- 23 □ A memorial lecture by Deputy President Cyril Ramaphosa in partnership with the ANC on 15 December.
- The NMF also supported events hosted by national government on 5 December.
- As is reported on elsewhere in this Report, a complete overhaul of the Foundation's ICT infrastructure was undertaken.
- The service of a Newsclip monitoring service was secured to monitor coverage, PR and reach across media platforms.

- The Foundation's contacts database was built up to more than 10 300 records.
- Social media (Facebook, Twitter, Google+, Flickr and YouTube) platforms were supported and continued to grow well (see Annexure B).

The organisational records management function was overseen.

For any organisation, sound records management policies and practices are of inestimable value. Especially so in the case of the Foundation, for its current records and related information resources have the potential for becoming resources in the Centre of Memory.

In the report period:

- The new organisational filing plan implemented in 2011 continued to be subjected to close monitoring. The electronic version (EDocs) was given sustained training and monitoring support. EDocs was upgraded once.
- A comprehensive review of the file plan was undertaken and new main series implemented for three programmes.

"IN THIS PERIOD, THE GUN-CARRIAGE WHICH BORE NELSON MANDELA TO HIS FINAL RESTING PLACE WAS ON DISPLAY."

- Routine correspondence was overseen. Clearance time on the Foundation's general electronic mailbox was maintained at less than 24 hours.
- Bulkmailings were replaced by a monthly electronic newsletter.
- Datacentrix conducted a one-day records management workshop for Foundation staff in order to capacitate the organisation to develop a strategy for key record-keeping interventions in 2014-15. Support was provided to both paper-based and electronic backfiling exercises.

GOVERNANCE AND SUPPORT SERVICES

THE ORGANISATION'S PROGRAMME HEADS REPORT TO THE CHIEF EXECUTIVE OF THE FOUNDATION, 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 and Resource Mobilisation Committees as and when necessary.

The programme heads are supported and advised by the Foundation's Senior Management team (which they are part of and which meets weekly), and are given strategic direction by the Board.

Weekly team meetings promote monitoring and coordination. And monthly staff forums ensure continuing organisational dialogue across structure and level. A Board sub-committee supports selection of the speaker for the Nelson Mandela Annual Lecture.

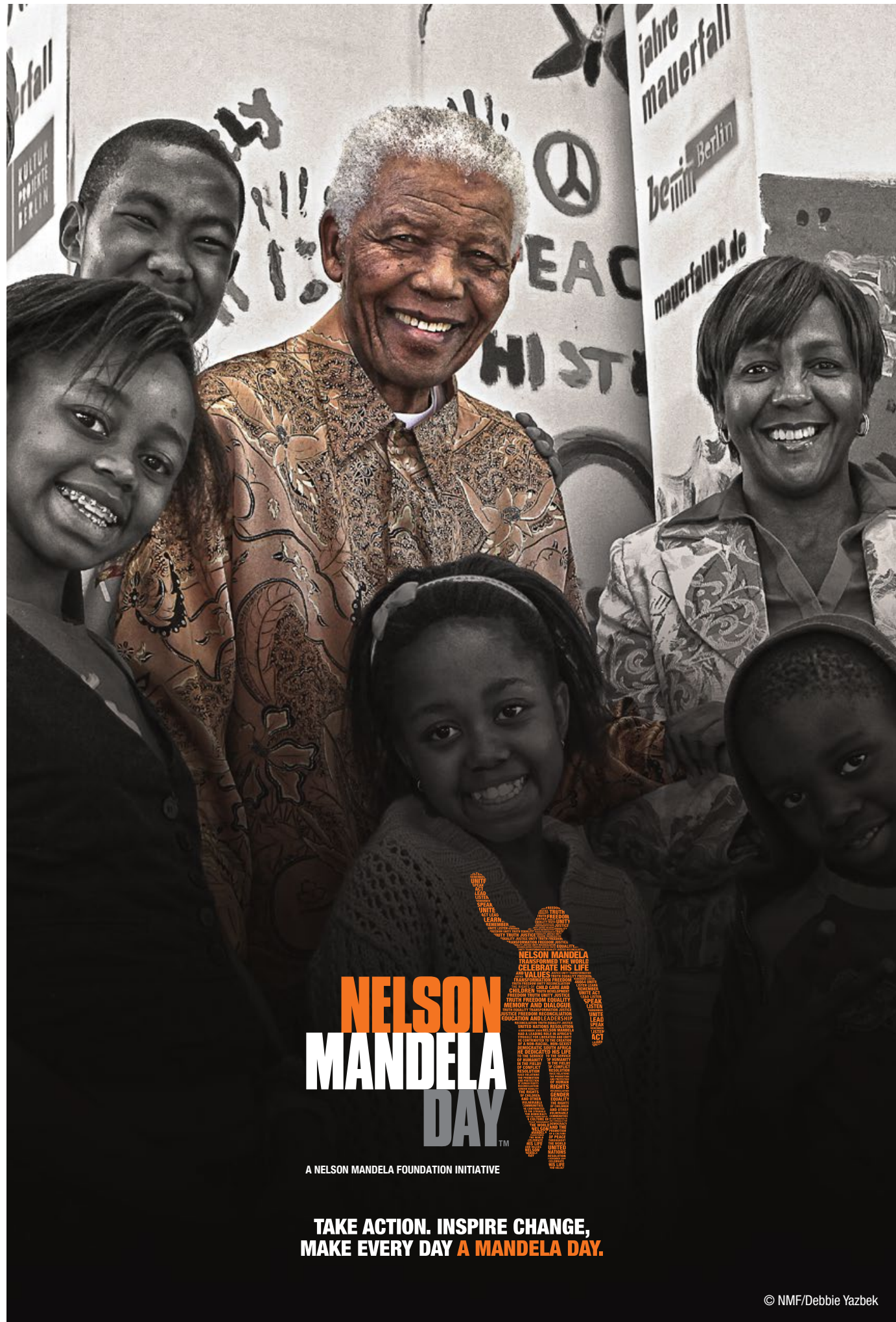
The Foundation's strategic direction is determined by its five-year (2013-18) strategic plan. The overarching objective of the plan is to ensure that by 2018 the Foundation:

- Is the trusted voice on the life and times of Nelson Mandela.
- Is the preferred convenor of dialogue on critical social issues.
- Is self-sustaining rather than donor-dependent, but with substantial resource mobilisation capacity for programmes.
- Has a corporate brand identity established in popular perception and imagination, and firmly connected to the Centre of Memory.
- Is the custodian of a Nelson Mandela International Day campaign with ever-expanding international reach.
- Maintains and enhances itself as a site of excellence in governance.

In August 2014, the Board undertook a two-day review of the Foundation's progress in relation to the strategic plan. The plan was affirmed and processes put in place to align the organisation with its 2018 objectives:

"NINE PROJECTS OCCUPIED THE PROGRAMME IN THE REPORT PERIOD."

- Three new Foundation Board members were appointed to ensure an appropriate spread of capacity and expertise.
- McKinsey undertook a review of human resources, organisational structure and utilisation of the Centre of Memory as a core NMF resource. Recommendations have been submitted to the Board.
- Spencer Stuart undertook an organisational culture assessment. Recommendations have been submitted to the Board.
- The Centre of Memory building refurbishment was reviewed and several areas requiring intervention or enhancement identified. Problems with the security and other monitoring systems were addressed successfully.
- As is reported in the Chief Executive's Review, resource mobilisation received sustained attention with pleasing results. The Foundation's sustainability model is proving to be successful.
- A range of support service interventions were undertaken:
- The transition processes for Madiba's household staff were successfully managed.
- The second phase of the new system of staff performance appraisal was implemented.
- A new framework was adopted for local and international internships.
- Organisational policies were consolidated and reviewed in preparation for assessment by an outside party in 2014-15.
- Considerable archive and intellectual property assistance was given to executors and legal teams involved in the management of our Founder's estate.
- Routine intellectual property management continued to stretch the organisation to the limits of capacity.
- ENS conducted a workshop on intellectual property for all staff.
- In addition to staff, the Foundation made use of consultants, the Praxis (IT support service provider) on-site resource person, and four interns (two international and two local).



OVERVIEW

NELSON MANDELA INTERNATIONAL DAY WAS A GREAT SUCCESS IN 2014-15 BY ANY MEASURE.

The campaign was supported through key existing strategic projects/activities, including:

- A stakeholder launch in April 2014.
- The Trading Live CEM programme.
- The annual Kaya FM Relay for Mandela Day.
- The Mandela Day Marathon.
- The My World United Nations Campaign.
- 67 Blankets for Mandela Day and ongoing food security programmes by Vodacom, Tiger Brands and Stop Hunger Now.
- Considerable work has been done to broaden the campaign in 2015. New strategic projects/activities include:
 - Trek4Mandela.
 - Mafikizolo SA Tour in support of Mandela Day and Better SA.
- The focus will continue to be on education and literacy, food security, shelter and volunteerism/participation. There will be a more concerted effort to play a facilitatory role in Mandela Day activities and reach even more platforms and communities with the emphasis being on public service and "Make every day a Mandela Day". Key Mandela Day 2014 campaign highlights:
 - The Mandela Day campaign observed in 126 countries worldwide through strategic stakeholder partnerships with DIRCO and Brand SA. Mandela Day actions – more than 1200 registered.
 - 871 new changemakers have joined the Nelson Mandela Foundation community between July and end of September 2014.

- Google Doodle to honour Madiba which received local and international coverage and went viral across social platforms.
- To date 60 Mandela Day container libraries and two library kitted spaces launched.
- The Kaya FM Relay for Mandela Day which saw around 22 000 participants and guests in total with R1 500 000 generated for the NMF.
- The Trek4MandelaDay and Caring4Girls initiative with the Imbumba Foundation ensuring awareness around key issues affecting girl children.
- More than 15 000 new educational books collected for libraries. An additional roll-out of 5 000 Mandela Authorised Comic books and approximately 400 books through the Thebe Literacy funding.
- Almost 500 000 food parcels packed and provided throughout SA have been recorded.
- Food gardens nationwide created with relevant maintenance and nutrition rollout.
- More than R1 000 000 worth of sanitary towels collected/donated to keep girls in school – together with a roll-out programme of health awareness for girls.
- 67 houses built in Pelican Park (Cape Town) in partnership with Habitat for Humanity.
- The strategic partnership with the United Nations on the UN My World Campaign which asked citizens on a global scale (particularly youth) to redefine the development agenda post-2015 in terms of the Millennium Development Goals.
- Social media – more than 1.3-billion impressions of the hashtag #time2serve.
- Consistent growth of followers on all social media platforms with a recorded double growth from 3-million to almost 8-million followers. Media Coverage: Sample taken between June and July 2014.

In securing relevance and continuous activity, we have tactically positioned the Mandela Day slogan of "Make every day a Mandela Day" on different media platforms including Isidingo, eTV local productions, dedicated community programmes with the SABC, and so on.

At least R12 000 000 pro-bono media coverage was received in 2014 through media partners Kaya FM and Continental Outdoor Media.

Current and On-going Activities:

- Kilimanjaro Executive Challenge: the NMF CEO's challenge to other CEOs to Summit Kilimanjaro for Caring4Girls has gained huge interest with significant stakeholder support.
- The Mandela Day Marathon 2015 will be launched at the Capture Site outside Howick by the end of April 2015.
- Mandela Day Libraries: 6 more committed and under construction for February and March 2015.
- 67 Blankets World Challenge: This South African initiative has grown to reach 15 countries with a target of 21 000 blankets by April 2015. The campaign aims to distribute more than 21 000 knitted blankets by 18 July 2015.
- Food Security: Vodacom and Tiger Brands will distribute food parcels to different schools nationally in June 2015 and December 2015 on school holiday break.

MANDELADAY

TIMETOSERVE

www.mandeladay.com

NelsonMandelaInternationalDay

@NelsonMandela
#Mandeladay
#Time2Serve



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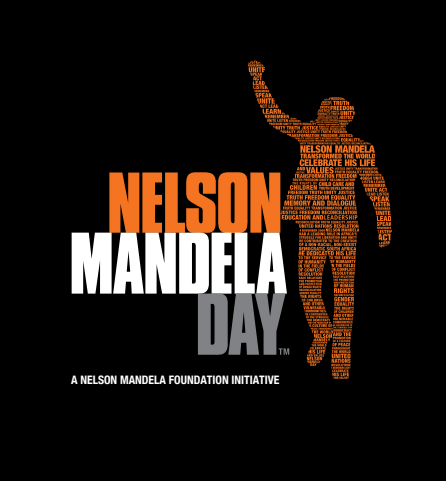
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A NELSON MANDELA FOUNDATION INITIATIVE



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**TAKE ACTION. INSPIRE CHANGE,
MAKE EVERY DAY A MANDELA DAY.**

OUR STAFF

“THE ROAD WE HAVE WALKED HAS BEEN BUILT BY THE CONTRIBUTION OF ALL OF US; THE TOOLS WE HAVE USED ON THAT ROAD HAD BEEN FASHIONED BY ALL OF US; THE FUTURE WE FACE IS THAT OF ALL OF US, BOTH IN ITS PROMISES AND DEMANDS.”

- Nelson Mandela, Inauguration of a monument to the passive resistance campaign, Umbilo Park, Durban, South Africa, May 2002.



Danielle Melville
Director: Communications & Outreach



Diketso Mufamadi
Communications Intern



Joe Ditabo
Facilities Supervisor



Kerileng Netshishivhe
Senior Finance officer



Lee Davies
Communications Systems Co-ordinator



Lucia Raadsheiders
Archivist



Florence Garishe
Receptionist



Heather Henriques
Manager: IP and Governance



Luthando Peter
Driver/General Assistant



Molly Loate
Events & Communications Support Officer



Razia Saleh
Senior Archivist



Sahn Venter
Senior Researcher



Buyisile Sishuba
PA to Chief Executive



Clive Maluleke
Communications intern



Sello Hatang
Chief Executive



Sikhona Ndlovu
Bookkeeper



Verne Harris
Director: Research and Archive



Vimla Naidoo
PA to Graça Machel



Elina Ndlovu
Office Aide



Ethel Arends
Records Management Co-ordinator



Bushy Mphahlele
Director: Support Services



Yase Godlo
Manager: Mandela Day & Outreach



Zanele Riba
Archivist



Nkateko Mabale
Donor Care Co-ordinator

THE BOARD OF TRUSTEES



PROF. NJABULO S. NDEBELE
(CHAIRMAN)

Njabulo Ndebele is the past vice-chancellor of the University of Cape Town, where he served two terms. He has a Master of Arts in English Literature from the University of Cambridge and a Doctorate of Philosophy in Creative Writing from the University of Denver.

He was a previous 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 holds honorary doctorates from universities in the United Kingdom, the Netherlands, Japan, South Africa and the United States of America. He is currently chairman of the Mandela Rhodes Foundation, the Nelson Mandela Foundation and the MTN (SA) Foundation.

He is also the president of the UBLS Association. His novel, *The Cry of Winnie Mandela*, was published to critical acclaim in 2003 (a revised edition was published in 2013). As a public figure, he is known for his incisive insights on a range of public issues in South Africa.



DR. MAMPHELA RAMPHELE

Mamphela Ramphele has been a student activist, medical doctor, community development activist, researcher, university executive and a global public servant, and is now an active citizen in both the public and private sectors.

Following the Soweto uprising in 1976, she was detained without trial, released after five months and soon afterwards served with an apartheid banning order. She studied medicine at the then University of Natal, has a B Comm degree, a Diploma in Tropical Hygiene, a Diploma in Public Health and a PhD in Social Anthropology.

She went on to become vice-chancellor of the University of Cape Town, then one of four managing directors of the World Bank, based in Washington, DC. She is the author of several books and publications on socio-economic issues in South Africa, and has received numerous national and international awards.

She served as chairperson of Gold Fields, Circle Capital Ventures (Pty) Limited and Technology Innovation Agency (TIA), and as a director of Medi-Clinic Corporation Limited and Remgro Limited. She was founder of the Open Society Foundation for South Africa and the Citizens Movement.

In January 2013, she became the leader of Agang SA, which won two seats in the national elections in May 2014. Post-elections, she has stepped away from party politics to return to her role as an active citizen.



KGALEMA MOTLANTHE

While working for the Johannesburg City Council in the 1970s, Kgalema Motlanthe was recruited into Umkhonto we Sizwe (MK), the then armed wing of the ANC. After 11 months' detention in John Vorster Square in central Johannesburg, he was sentenced to an effective 10 years' imprisonment on Robben Island in 1977.

After his release in 1987, he was tasked 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 and the Mineworkers Development Agency, which focused on the developmental needs of ex-mineworkers, their dependants and communities.

He also served two five-year terms as secretary-general of the ANC. He was president of South Africa from September 2008 to May 2009. During this time, he joined world leaders in the G20 and other multilateral bodies to respond to the global financial crisis.

At home he worked with organised business, labour and civil society to minimise the impact of the crisis on South Africa's economy. After the end of his presidency, he was appointed deputy president by his successor, Jacob Zuma, and held this position until May 2014.



DR. FUTHI MTOBA

Futhi Mtoba is chairperson of Deloitte Southern Africa. She joined the firm in 1988 and rose through the ranks to become the first black female partner, and subsequently chairperson, 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 chairperson of Council at the University of Pretoria, as a Board member on the Allan Gray Orbis Foundation and the United Nations Global Compact, as chairperson 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 Businesswoman 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.



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 Nelson Mandela's Parliamentary Counsellor. Kathrada was chairperson of the Robben Island Museum Council from its inception until his term expired in 2006.

The author of four books, Kathrada is also the recipient of seven honorary doctorates and Isithwalwandwe, the highest award the African National Congress can bestow on an individual. He established the Ahmed Kathrada Foundation in 2008.



TOKYO SEXWALE

Tokyo Sexwale was a member of the Black Consciousness Movement in the late 1960s before he joined the ANC in the 1970s.

He served 13 years on Robben Island for his political activities before being released in 1990. After the 1994 election, he was the first premier of Gauteng Province, later served as Minister of Human Settlements and is currently an Honorary Colonel in the South African Air Force.

He founded Mvelaphanda Holdings (Pty) Ltd, primarily a mining and energy house with a range of other business interests. He is also a trustee and founder of the Sexwale Family Foundation and the Desmond Tutu Peace Trust.

He is a member of the Brookings Institution International Advisory Council, and of FIFA's Global Task Force Against Racism and Discrimination and its Media Committee.

He is also the founder of Global Watch: Say No To Racism-Discrimination in All Sport. He holds honorary doctorates from universities in the United Kingdom and United States of America, and has authored numerous political and economic articles as well as poetry.



MAYA MAKANJEE

During her prolific career, Maya Makanjee has gained experience across a number of different fields, including director positions in human resources, marketing and communications, corporate affairs, strategy, and business re-engineering.

Makanjee holds a Master's degree in Business Leadership and is currently Chief Officer of Corporate Affairs at Vodacom, a position she took up in 2012. Prior to that, she was the Chief Executive Officer of FinMark Trust, an organisation that makes financial markets work for the poor across Africa, and Corporate Affairs Director for SABMiller's operations in Africa and Asia.

Makanjee sits on the boards of Vodacom (Pty) Limited, Tiger Brands Limited and the Worldwide Fund for Nature (WWF), and joined the Board of Trustees at the Nelson Mandela Foundation in 2015, bringing her extensive commercial background, as well as a good understanding of and passion for making a difference to society at large.



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 Afrika 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.



PROF. CAROLYN HAMILTON

Trained as an historian, Carolyn Hamilton holds a National Research Foundation Chair in Archive and Public Culture at the University of Cape Town (UCT) and has published widely on the pre-industrial history of South Africa.

Her recent work focuses on the limits and possibilities of archives, and on operations of power in and through archives. Along with the Nelson Mandela Foundation, Hamilton was responsible for the establishment of the Archival Platform, a civil society-based intervention in the politics of archive and the role of archive in a democracy.

She currently hosts the platform at UCT, and was previously a member of the board of the South African History Archive, the inaugural Council of Robben Island and a founder member of the Gay and Lesbian Archive.

After Madiba was released in 1990, she had the "terrifying honour" of being one of his speechwriters.

Having joined the Nelson Mandela Foundation's Board of Trustees in 2015, Hamilton will contribute to the Foundation's work in investigating the role of archives in public life.



SELLO MOLOKO

Sello Moloko chairs the Investment Committee of the Nelson Mandela Foundation. He was appointed chair of the Board of Alexander Forbes in December 2007. He is the non-executive chair and founder of Thesele Group, a diversified investment holding company.

He is the former CEO of Old Mutual Asset Managers and former deputy CEO of Capital Alliance Asset Managers, firms he initially joined as portfolio manager and analyst respectively.

He was a member of the Old Mutual SA exco and served on Boards of subsidiaries of Old Mutual. He has in the past also served on several company Boards including Makalani Holdings, Seartec Industries and the Industrial Development Corporation of SA.

He currently serves as non-executive chair of Sibanye Gold, non-executive director of Acucap Properties Limited and non-executive deputy chair of Sycom Properties Limited. He was the national president of the Association of Black Securities and Investment Professionals (ABSIP) from 2005-7.

In 2003, ABSIP presented him with the Financial Services Pioneer Award following his achievements in the field of investment management.



NIKIWE BIKITSHA

As one of South Africa's leading radio and television news personalities, Nikiwe Bikitsha brings a fresh, youthful dynamic to the Nelson Mandela Foundation's Board of Trustees.

Bikitsha was the senior news anchor at eNCA for six years, a position that put her at the forefront of major local and international developments, and afforded high-profile interviews with global leaders like Thabo Mbeki, Al Gore, Kofi Annan and Mo Ibrahim.

Bikitsha also co-anchored AMLive on SAfm with veteran journalist John Perlman, and in 2006 received the Women in Media Rising Star award for excellence in journalism.

This broad media experience puts her in good stead to champion the Foundation's work in promoting Madiba's legacy through various outreach programmes, and to create awareness around the Foundation itself and help facilitate its dialogues.

SUMMARISED FINANCIAL STATEMENTS

EXTRACT FROM THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 28 FEBRUARY 2015

- The following summarised financial statements have been extracted from the audited financial statements of the Trust.
- The complete set of audited financial statements are available on: www.nelsonmandela.org
- The Trustees of the Foundation take full responsibility for the preparation of the financial information and that the financial information has been correctly extracted from the underlying annual financial statements.



THE NELSON MANDELA FOUNDATION TRUST

STATEMENT OF FINANCIAL POSITION AT 28 FEBRUARY 2015

THE NELSON MANDELA FOUNDATION TRUST		
	R	R
ASSETS	2015	2014
NON-CURRENT ASSETS	255 225 344	204 315 783
Property, plant and equipment	24 315 640	25 281 359
Intangible assets	2 159 875	1 807 809
Other financial assets	228 749 829	177 226 615
CURRENT ASSETS	76 600 828	101 068 692
Inventory for sale	1 600 000	-
Trade and other receivables	1 937 346	7 523 261
Cash and cash equivalents	73 063 482	93 545 431
NON-CURRENT ASSETS HELD FOR SALE	3 500 000	3 500 000
TOTAL ASSETS	335 326 172	308 884 475
EQUITY AND LIABILITIES	2015	2014
CONTRIBUTION & RESERVES	297 758 762	275 324 809
Contribution	1 000	1 000
Reserves	98 906 742	82 975 297
Accumulated surplus	198 851 020	192 348 512
NON-CURRENT LIABILITIES	10 170 773	11 433 539
Finance lease obligation	12 437	221 503
Deferred income	10 158 336	11 212 036
CURRENT LIABILITIES	27 396 637	22 126 127
Trade and other payables	9 110 533	8 252 974
Finance lease obligations	209 238	408 993
Current tax payable	5 362 673	3 594 564
Deferred income	12 714 193	9 869 596
TOTAL LIABILITIES	37 567 410	33 559 666
TOTAL EQUITY AND LIABILITIES	335 326 172	308 884 475

THE NELSON MANDELA FOUNDATION TRUST

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 28 FEBRUARY 2015

THE NELSON MANDELA FOUNDATION TRUST		
	R	R
	2015	2014
TOTAL REVENUE	45 196 015	32 163 138
Designated income	18 130 433	17 578 999
Other donations	17 492 138	4 353 119
Royalty income	9 573 444	10 231 020
Other income	-	20 069
Operating and project expenses	(47 122 257)	(39 227 466)
OPERATING SURPLUS (DEFICIT)	(1 926 242)	(7 044 259)
Investment revenue	10 232 965	3 893 366
Finance costs	(36 106)	(95 213)
SURPLUS (DEFICIT) FOR THE YEAR BEFORE TAXATION	8 270 617	(3 246 106)
Taxation	(1 768 109)	(2 652 053)
SURPLUS (DEFICIT) FOR THE YEAR	6 502 508	(5 898 159)
OTHER COMPREHENSIVE INCOME FOR THE YEAR NET OF TAXATION	15 931 445	20 142 656
Available-for-sale financial assets adjustments	15 931 445	20 142 656
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	22 433 953	14 244 497

THE NELSON MANDELA FOUNDATION TRUST

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 28 FEBRUARY 2015

	CONTRIBUTION	FAIR VALUE RESERVE	ACCUMULATED SURPLUS	TOTAL EQUITY
	R	R	R	R
THE NELSON MANDELA FOUNDATION TRUST				
BALANCE AS AT 1 MARCH 2013	1 000	62 832 641	198 246 671	261 080 312
Deficit for the year	-	-	(5 898 159)	(5 898 159)
Other comprehensive income	-	20 142 656	-	20 142 656
TOTAL COMPREHENSIVE DEFICIT FOR THE YEAR	-	20 142 656	(5 898 159)	14 244 497
BALANCE AT 1 MARCH 2014	1 000	82 975 297	192 348 512	275 324 809
Surplus for the year	-	-	6 502 508	6 502 508
Other comprehensive income	-	15 931 445	-	15 931 445
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	-	15 931 445	6 502 508	22 433 953
BALANCE AT 28 FEBRUARY 2015	1 000	98 906 742	198 851 020	297 758 762

39

THE NELSON MANDELA FOUNDATION TRUST

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 28 FEBRUARY 2015

	THE NELSON MANDELA FOUNDATION TRUST	
	R	R
CASH FLOWS FROM OPERATING ACTIVITIES	2015	2014
Cash receipts from customers	43 320 773	26 797 457
Cash paid to suppliers and employees	(34 439 410)	(31 756 867)
Cash generated from operations	8 881 363	(4 959 410)
Dividends received	441 462	12 260
Finance costs	(36 106)	(95 213)
NET CASH FROM OPERATING ACTIVITIES	9 286 719	(5 042 363)
CASH FLOWS FROM INVESTING ACTIVITIES	2015	2014
Acquisition of intangible assets	(822 328)	(1 070 119)
Acquisition of property, plant and equipment	(1 354 084)	(4 351 425)
Purchase of other financial assets	(30 000 000)	-
Proceeds on sale of intangible assets	30 293	-
Interest income	2 786 272	3 881 106
NET CASH FROM INVESTING ACTIVITIES	(29 359 847)	(1 540 438)
CASH FLOWS FROM FINANCING ACTIVITIES	2015	2014
Finance lease payments	(408 821)	(687 638)
TOTAL CASH MOVEMENT FOR THE YEAR	(20 481 949)	(7 270 439)
Cash at the beginning of the year	93 545 431	100 815 870
TOTAL CASH AT END OF THE YEAR	73 063 482	93 545 431

40

DONORS

THE MANDELA FOUNDATION LEGACY ADVOCATES

The Nelson Mandela Foundation is a non-governmental organisation and depends on the generous support of the following donors and partners.

The Foundation is grateful to all the organisations that have donated in kind to support the work of the Foundation.

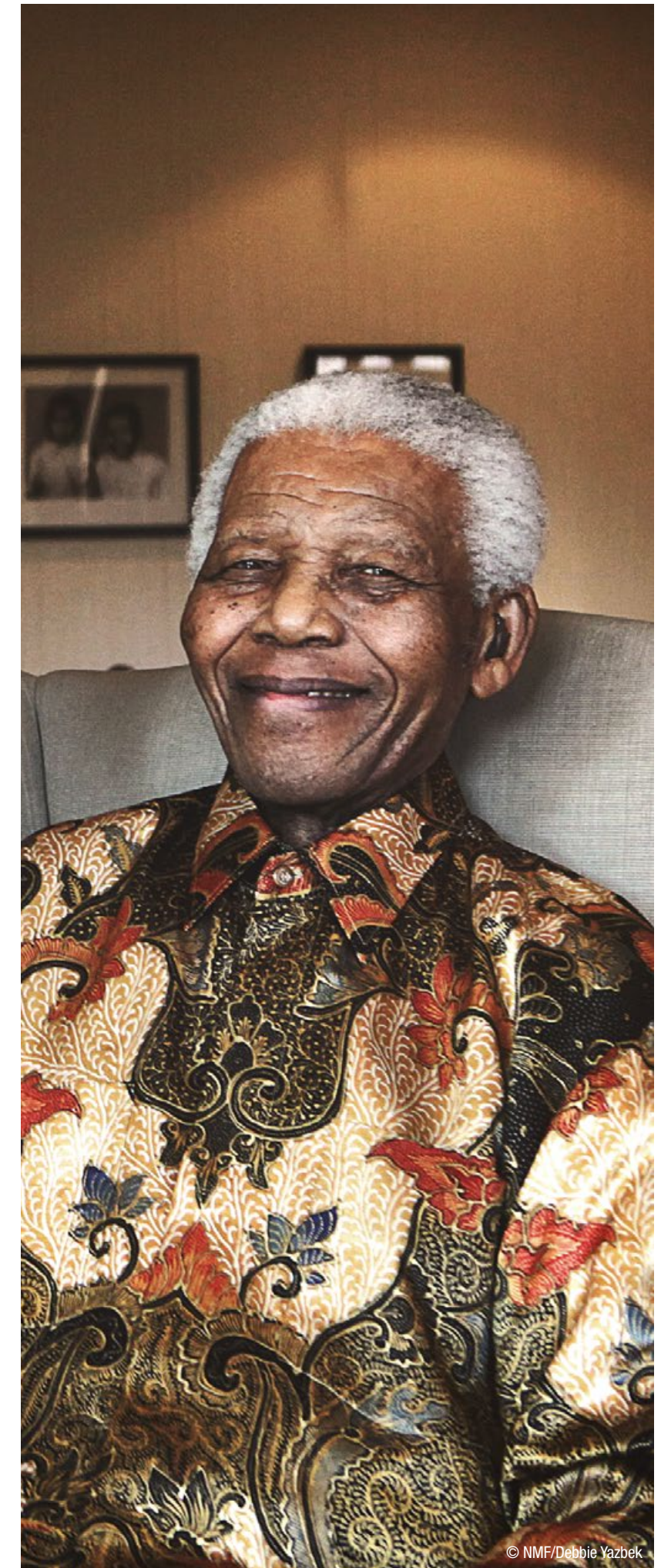
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THE ARCHIVAL PLATFORM

NELSON MANDELA INTERNATIONAL DAY WAS A GREAT SUCCESS IN 2014-15 BY ANY MEASURE.

The Archival Platform was established by the Nelson Mandela Foundation and the Archive and Public Culture Initiative at UCT 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 University of the Witwatersrand'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 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 remaking the past in the present.

"THE ARCHIVAL PLATFORM COMMUNICATES WITH THE SECTOR THROUGH A WEBSITE WHICH IS UPDATED REGULARLY WITH OPINION PIECES..."

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.

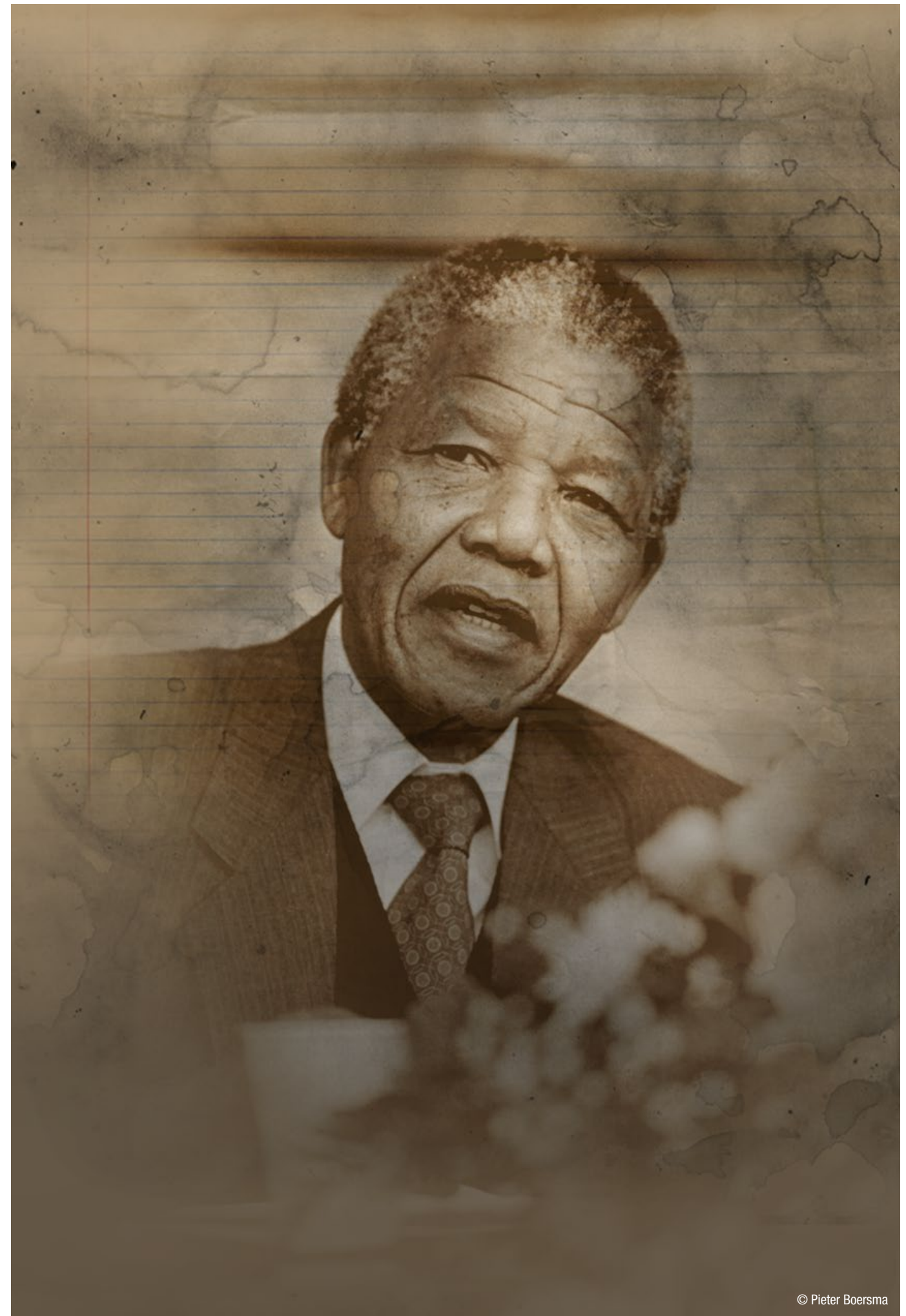
A Registry of Archival and Memory Institutions has been developed and placed on the website to provide a portal through which these institutions and their holdings can be promoted and accessed.

The Archival Platform maintains an ongoing scan of the South African archival sector, and

is compiling a State of the Archives report to be published in 2015 to provoke new ways of thinking, define challenges facing the sector and identify gaps and opportunities for future action.

A first draft of the Report was presented in Parliament and to a range of national and provincial archival structures.

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



WEB ANALYTICS REPORT

March 2014 - February 2015

GROWTH REMAINED POSITIVE IN THE FINANCIAL YEAR ENDED FEBRUARY 28, 2015 FOR MOST WEBSITES THAT FALL UNDER THE NELSON MANDELA FOUNDATION CHANNEL.

The platforms enjoyed a steady increase in traffic and unique visitor numbers throughout the financial year, with peak periods including the month of July 2014 (Nelson Mandela International Day).

While statistics during the period show that growth on (www.nelsonmandela.org) decreased by 58%, it's important to note that December 2013 saw phenomenal traffic due to Nelson Mandela's passing (1 015 771 visits on 6 December alone)

"THE PLATFORMS ENJOYED A STEADY INCREASE IN TRAFFIC AND UNIQUE VISITOR NUMBERS THROUGHOUT THE FINANCIAL YEAR"

Taking December 2013 out of the equation, growth on the site increased by more than 20% in 2014-15. The Mandela Day website (www.mandeladay.com) saw a decrease of 42% in unique visitor numbers compared to the previous financial year, with a concurrent decrease of 38.22% in page views. This is very likely due to the decrease in Mandela Day activations over the 2014-15 period.

Visitor numbers to the O'Malley website (www.nelsonmandela.org/omalley) saw a 40.6% increase in unique visitor numbers compared to the previous financial year, and a 33.71% increase in page views.

The Google Archive site: (<http://archive.nelsonmandela.org/home>) showed incredible traffic numbers over the period of 5-11 December 2013 (Nelson Mandela's passing), with more than 12-million website sessions over a 48-hour period.

As a result of this traffic during the 2013-14 period, the website saw a massive increase in unique visitors of some 23 490%, with a concurrent increase of 9 262% in page views.

As a result of these incredibly high numbers, visitor traffic over the 2014-15 financial period stabilised, showing a decrease of 96% in unique visitor numbers, and a 98% decrease in page views. The figures for this period are still very healthy.

THE NELSON MANDELA WEBSITE www.nelsonmandela.org

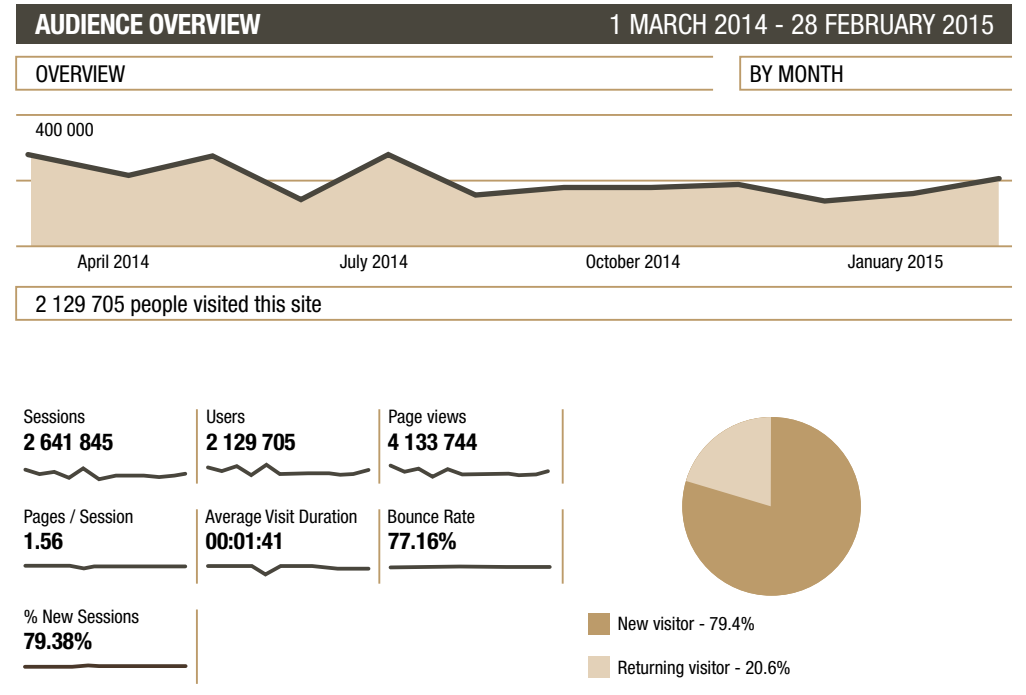
AUDIENCE OVERVIEW

Unique visitor numbers to the site decreased by 58%; from 5 046 923 unique visitors in the 2013-14 financial year, to 2 097 716 unique visitors in 2014-15 financial year (March 1, 2014 to February 28, 2015).

The number of page views in the past financial year decreased by 53.68%, with 4 133 744 page view this year compared to 8 923 407 page views in the 2013-14 financial year.

NB: If we take December 2013 out of the equation, where visits to the site spiked massively at 1 015 771 visits on 6 December alone, traffic to the website increased by 20% in 2014-15.

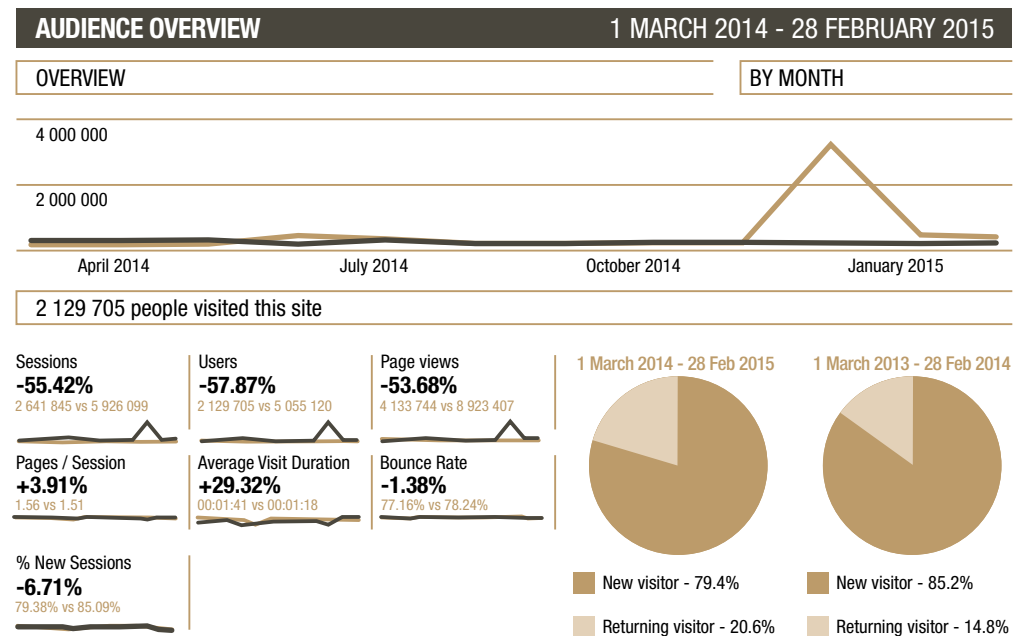
- 2 864 920 sessions in 2014 (+20%)
- 2 265 451 sessions in 2013



During the 2014-15 financial year, the best month for visits was July 2014, with 283 645 visits.

The lowest traffic month in this period was December 2014, with 178 354 visits to the site.

The average number of unique visitors during the 2014-15 financial year was 2 097 716



DEMOGRAPHICS BY LOCATIONS

COUNTRIES OF ORIGIN

2013

COUNTRY/TERRITORY	SESSIONS - 5 926 099
United States	1 896 081 32.00%
United Kingdom	622 869 10.51%
South Africa	550 583 9.29%
(Not set)	440 732 7.44%
Canada	273 933 4.62%
India	224 933 3.80%
France	171 192 2.89%
Germany	168 926 2.85%
Brazil	154 004 2.60%
Australia	132 971 2.24%

2014

COUNTRY/TERRITORY	SESSIONS - 2 641 845
United States	832 746 31.52%
South Africa	357 565 13.53%
United Kingdom	199 165 7.54%
India	138 582 5.25%
Australia	127 692 4.83%
Netherlands	119 029 4.51%
Canada	115 480 4.37%
Germany	71 228 2.70%
Brazil	56 427 2.14%
France	55 536 2.10%

CITIES OF ORIGIN

2013

CITY	SESSIONS - 5 926 099
(Not set)	701 555 11.84%
London	179 541 3.03%
Johannesburg	157 175 2.65%
New York	132 415 2.23%
Cape Town	100 579 1.70%
Pretoria	55 912 0.94%
Sandton	51 362 0.87%
New Delhi	50 364 0.85%
Toronto	48 615 0.82%
Los Angeles	45 322 0.76%

2014

CITY	SESSIONS - 2 641 845
(Not set)	267 625 10.13%
Johannesburg	79 537 3.01%
Cape Town	63 459 2.40%
London	51 560 1.95%
Sandton	50 495 1.91%
(Not set)	47 632 1.80%
New York	40 735 1.54%
Sydney	37 950 1.44%
Pretoria	33 483 1.27%
Melbourne	33 028 1.25%

In the 2013-14 and 2014-15 financial years the majority of visitors to the site came from the US, with 1 896 081 (32%) visitors from the US arriving at the site in 2013-14, compared to 832 746 (31.52%) visitors from the US arriving at the site in 2014-15.

In the 2013-14 financial year, the UK accounted for the second-highest number of users, with 622 869 visitors from the UK arriving at the site (10.51%), compared to South Africa 357 565 (13.53%) visitors in 2014-15.

In the 2013-14 financial year, South Africa made up the third-highest number of users, with 550 583 visitors from South Africa arriving at the site (9.29%), compared to the United Kingdom's 199 165 visitors (7.54%) in 2014-15.

The new country sources of traffic for the period in review include Netherlands – a country not before in the top 10 sources of traffic. In 2014-15, 119 029 visitors from India landed on the website, 4.51% of overall traffic.

In 2013-14 London, Johannesburg and New York were the top three city sources of traffic.

In 2014-15 Johannesburg, Cape Town and London were the top three city sources of traffic

TRAFFIC SOURCES

SOURCE / MEDIUM

SESSIONS - 2 641 845

google / organic	1 978 997	74.91%
(direct) / none	346 915	13.13%
bing / organic	58 673	2.22%
m.facebook.com / referral	37 595	1.42%
yahoo / organic	24 656	0.93%
facebook.com / referral	20 169	0.76%
lm.facebook.com / referral	14 832	0.56%
t.co / referral	11 874	0.45%
ask / organic	10 712	0.41%
en.wikipedia.org / referral	10 237	0.39%

Most traffic arrived at the website via search engines during the 2014-15 financial year (1 978 997 visits).

Referring sites (links from other sites to the Foundation website) accounted for 94 717 visits, while 346 915 visits arrived at the site directly (i.e. someone typing www.nelsonmandela.org into his/her web browser).

Social media sources sent 84 480 visits to the website over the period in review, while email links send some 24 656 visitors.

The top 10 referral sources of traffic are indicated to the right and include the nelsonmandela.org.za site (5 069 visits) and Facebook (mobile and desktop versions) with around 82 428 combined visits. Twitter (t.co) sent some 11 874 visitors to the site.

SOURCE / MEDIUM

SESSIONS - 216 527

SOURCE / MEDIUM	SESSIONS - 216 527	% of Total: 8.20% (2 641 845)
m.facebook.com	37 595	17.36%
facebook.com	20 179	9.32%
lm.facebook.com	14 832	6.85%
t.co	11 874	5.48%
en.wikipedia.org	10 237	4.73%
translate.google.com	9 970	4.60%
l.facebook.com	9 822	4.54%
en.m.wikipedia.org	5 918	2.73%
nelsonmadela.org	5 069	2.34%
search.tb.ask.com	4 664	2.14%

WEBSITE CONTENT POPULARITY

Over the period in review, the most popular website content was Nelson Mandela's Biography, followed by homepage, timeline and prison timeline. The most popular website pages are indicated below:

PAGE

PAGE VIEWS - 4 133 744

PAGE	PAGE VIEWS - 4 133 744	% of Total: 100% (4 133 744)
/content/page/biography	37 595	17.36%
/	20 179	7.62%
/content/page/timeline	14 832	3.80%
/content/page/prison-timeline	11 874	3.06%
/index.php	10 237	2.98%
/content/landing/life-time-of-nelson-mandela	9 970	1.45%
/content/page/genealogy	9 822	1.30%
/content/page/names	5 918	1.04%
/omalley/index.php/site/q/03lv02039/04lv02103/05lv02120/06lv02126.htm	5 069	0.97%
/content/page/speeches	4 664	0.94%

PAGE

PAGE VIEWS - 308 130

PAGE	PAGE VIEWS - 308 130	% of Total: 7.45% (4 133 744)
/news/entry/dr-maya-angelou-his-day-is-done-a-tribute-poem-for-nelson-mandela	21 206	6.88%
/news	17 675	5.74%
/news/entry/honouring-thembekile-mandela/news/	11 147	3.62%
entry/i-am-prepared-to-die	10 211	3.31%
news/entry/the-last-warder-jack-swart	5 264	1.71%
news/entry/congratulations-to-malala-yousafzai	4 241	1.38%
news/entry/madibas-last-will-and-testament-is-read-today	4 239	1.38%
news/entry/lego-video-of-nelson-mandelas-life-wins-youtube-film-hack	3 714	1.21%
news/entry/1994-the-bloody-miracle	3 697	1.20%
news/entry/i-have-a-dream-50th-anniversary	3 171	1.03%

In terms of news articles, the most popular news items accessed over the period in review include "Maya Angelou his day is done, a tribute poem for Nelson Mandela", with some 21 206 page views. The top 10 news items published on the site are indicated below:

THE NELSON MANDELA DAY WEBSITE

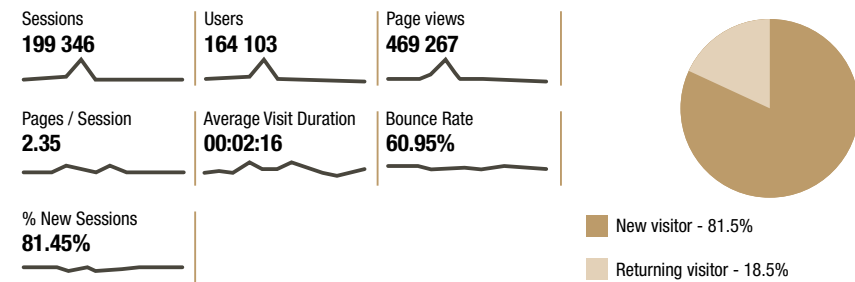
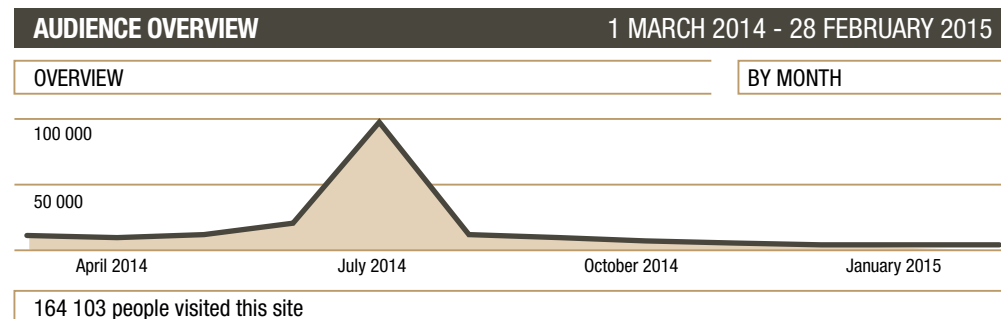
www.mandeladay.com

AUDIENCE OVERVIEW

Unique visitor numbers to the Mandela Day site decreased by 42%; from 285 059 unique visitors in the 2013-14 financial year, to 164 421 unique visitors in 2014-15 financial year.

The number of page views in the past financial year decreased by 38.22%, with 469 267 page views this year compared to 759 518 page views in the 2013-14 financial year.

July 2014, in particular, was the site's busiest month this financial year, with more than 99 918 visitor sessions recorded.

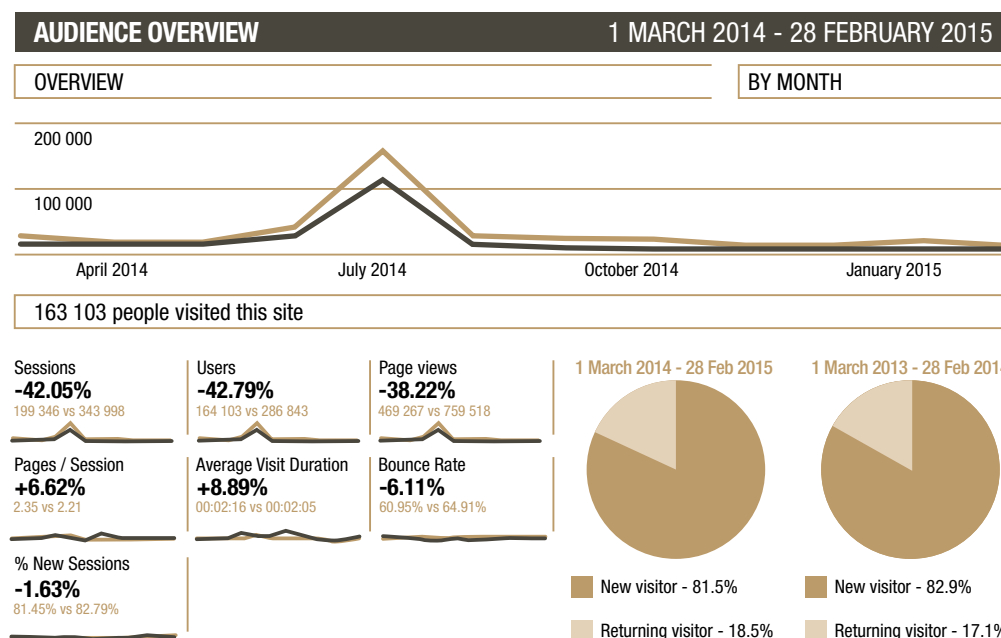


During the 2014-15 financial year, the best month for visits was July 2014 with 99,918 visits.

The lowest traffic month in this period was January 2015, with 4 124 visits to the site.

The number of unique visitors during the 2014-15 financial year was 164 103.

Mobile traffic increased by 30% over the 2014-15 period, compared to 23% over 2013-14.

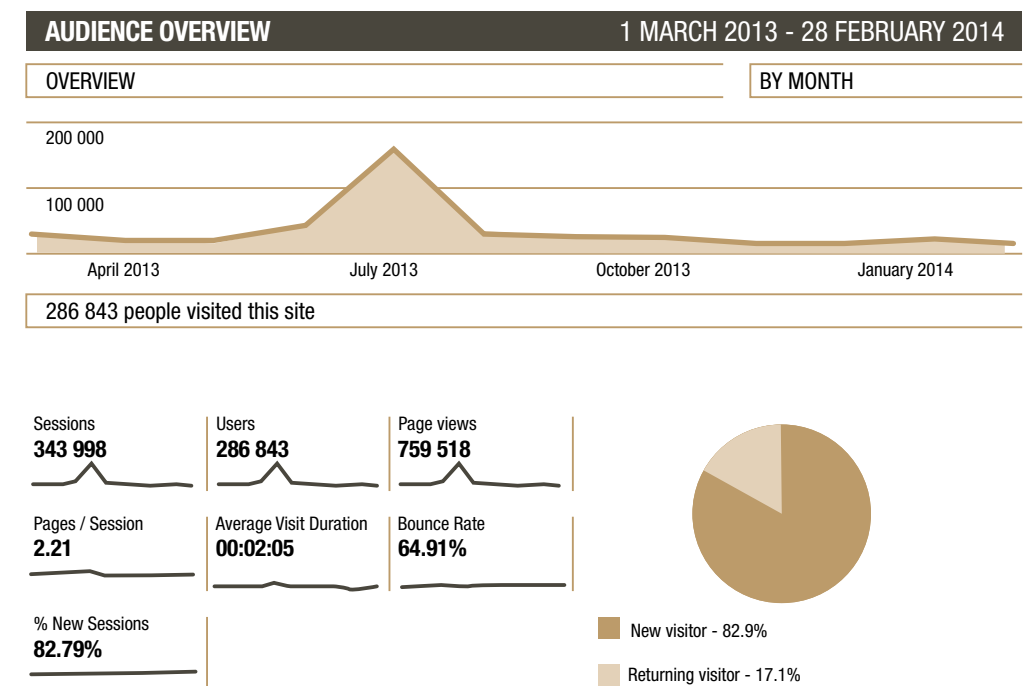


VISITS AND OVERVIEW FOR THE 2013-14 FINANCIAL YEAR

During the 2013-14 financial year, the best month for visits was July 2013, with 143 835 visits.

The lowest traffic month in this period was November 2013, with 8 308 visits to the site.

The average number of unique visitors during the 2013-14 financial year was 23 903 (an increase of 21% on last year's visitor numbers).



DEMOGRAPHICS BY LOCATIONS

COUNTRIES OF ORIGIN

2013

COUNTRY / TERRITORY	SESSIONS - 343 998	PERCENTAGE
(Not set)	96 701	28.11%
South Africa	88 891	25.84%
United States	41 290	12.00%
United Kingdom	16 867	4.90%
France	9 257	2.69%
Canada	8 048	2.34%
Australia	6 516	1.89%
India	5 804	1.69%
Germany	5 680	1.65%
Brazil	5 089	1.48%

2014

COUNTRY / TERRITORY	SESSIONS - 199 346	PERCENTAGE
South Africa	81 112	40.69%
United States	29 119	14.61%
Netherlands	10 455	5.24%
United Kingdom	9 935	4.98%
India	7 183	3.60%
France	4 918	2.47%
Canada	4 384	2.20%
Australia	4 337	2.18%
Brazil	4 324	2.17%
Kenya	4 034	2.02%

COUNTRIES OF ORIGIN

2013

CITY / TERRITORY	SESSIONS - 343 998	PERCENTAGE
(Not set)	108 200	31.45%
Cape Town	20 282	5.90%
Johannesburg	16 360	4.76%
Sandton	10 828	3.15%
Pretoria	9 947	2.89%
London	6 013	1.75%
New York	5 014	1.46%
Durban	4 372	1.27%
Centurion	4 209	1.22%
Randburg	2 346	0.68%

2014

CITY / TERRITORY	SESSIONS - 199 346	PERCENTAGE
(Not set)	20 812	10.44%
Cape Town	17 535	8.80%
Johannesburg	16 273	8.16%
Sandton	10 032	5.53%
Pretoria	6 856	3.44%
Centurion	5 261	2.64%
Durban	3 810	1.91%
London	3 441	1.73%
Bloemfontein	3 288	1.65%
Ashburn	2 895	1.45%

In the 2013-14 and 2014-15 financial years the majority of visitors to the Mandela Day came from South Africa, with 88 891 (25.84%) visitors from SA in 2013-14, compared to 81,112 (40.69%) visitors in 2014-15.

In the 2013-14 and 2014-15 financial years, the US accounted for the second-highest number of users, with 41 290 (12%) visitors from the US in 2013-14, compared to 29,119 (14.61%) visitors in 2014-15.

In the 2013-14 and 2014-15 financial years, the UK accounted for the

third-highest number of users, with 16 867 (4.90%) visitors from the UK in 2013-14, compared to Netherlands 10,455 (5.24%) visitors in 2014-15. The new country source of traffic for the period in review includes Kenya – a country not before in the top ten sources of traffic.

In the 2013-14 and 2014-15 financial years, Johannesburg, Cape Town and Sandton (although not always in that order) are the top three city sources of traffic.

TRAFFIC SOURCES

SOURCE / MEDIUM	SESSIONS - 199 346	% of Total
google / organic	94 126	47.22%
(direct) / none	39 941	20.04%
nelsonmandela.org / referral	20 495	10.28%
m.facebook.com / referral	7 507	3.77%
bing / organic	4 973	2.49%
facebook.com / referral	4 615	2.32%
l.facebook.com / referral	2 906	1.46%
lm.facebook.com / referral	2 888	1.45%
un.org / referral	2 094	1.05%
t.co / referral	2 046	1.03%

The majority of traffic arrived through Google Search during the 2014-15 financial year (94,126).

Direct traffic accounted for 39,941 visits, while referral sites (links from other sites to the Mandela Day) accounted for 42,551 visits.

Social media sources sent 19,962 visits to the site over the period in review.

The top ten referral sources of traffic are indicated to the right. The main website nelsonmandela.org sent 20,495 visits to the site (35.89%), with Facebook next at 7,507 visits (13.15%).

SOURCE / MEDIUM	SESSIONS - 57 107	% of Total
nelsonmandela.org	20 495	35.89%
m.facebook.com	7 507	13.15%
facebook.com	4 615	8.08%
l.facebook.com	2 906	5.09%
lm.facebook.com	2 888	5.06%
un.org	2 094	3.67%
t.co	2 046	3.58%
southafrica.info	1 903	3.33%
virgin.com	652	1.14%
dn.pt	546	0.96%

WEBSITE CONTENT POPULARITY

Over the period in review, the most popular website content was the homepage, followed by "What is Mandela Day", What can I do, and news landing pages.

PAGE	PAGE VIEWS - 469 267	% of Total
/	171 891	36.63%
/content/landing/What-is-Mandela-Day	30 186	6.43%
/content/landing/what-can-i-do	19 221	4.10%
/actions/search	12 093	2.56%
/news	11 590	2.47%
/static/what-is-mandela-day	10 442	2.23%
/calendar	9 571	2.04%
/user/registration	8 895	1.90%
/galleries	8 291	1.77%
/content/landing/mandela-day-resources	7 929	1.69%

The most popular news items accessed over the period in review include "67 Blankets for Nelson Mandela Day", with some 1 731 page views, and a news article highlighting Kaya FM 67km relay for Mandela Day, with some 1,150 views. The top ten news items published on the site are indicated below:

PAGE	PAGE VIEWS - 26 083	% of Total
/news	11 590	44.44%
/news/entry/67-blankets-for-nelson-mandela-day-the-first-handover	1 731	6.64%
/news/entry/kaya-fm-67km-relay-for-mandela-day	1 150	4.41%
/news/entry/launch-of-the-38th-mandela-day-container-library	748	2.87%
/news/entry/international-childrens-book-day-for-mandela-day-hope-worldwide	671	2.57%
/news/entry/mandela-day-activities-around-south-africa	554	2.12%
/news/entry/test-new-entry	548	2.10%
/news/entry/danny-k-and-kabelo-open-mandela-day-container-library-in-soweto	504	1.93%
/news/entry/linda-masinga-associates-transform-home-and-make-every-day-a-mandela-day	484	1.86%
/news/entry/interactive-mandela-day-container-library-and-learning-centre-opens-in-badp	482	1.85%

THE O'MALLEY SITE

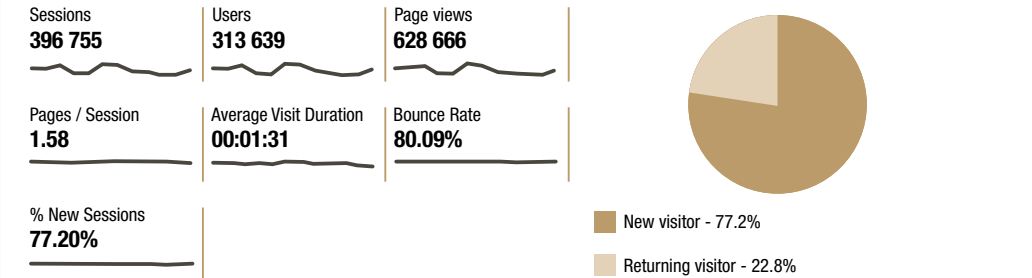
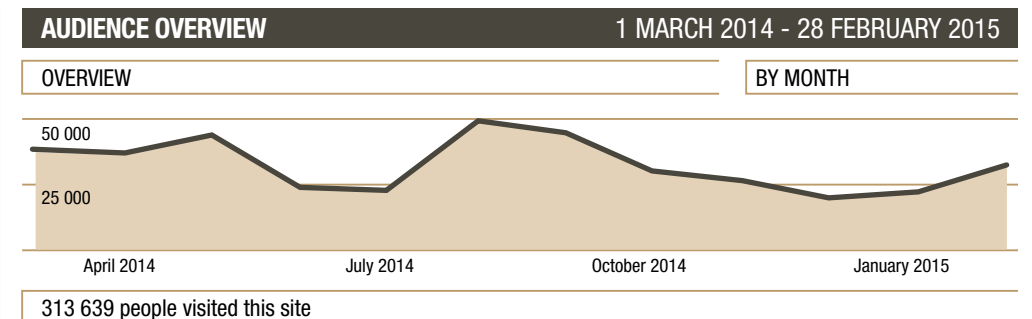
www.nelsonmandela.org

AUDIENCE OVERVIEW

Visitor numbers to the site increased from 217 796 unique visitors in the 2013-14 financial year to a total of 306 362 unique visitors in 2014-15, an increase of 40.6%.

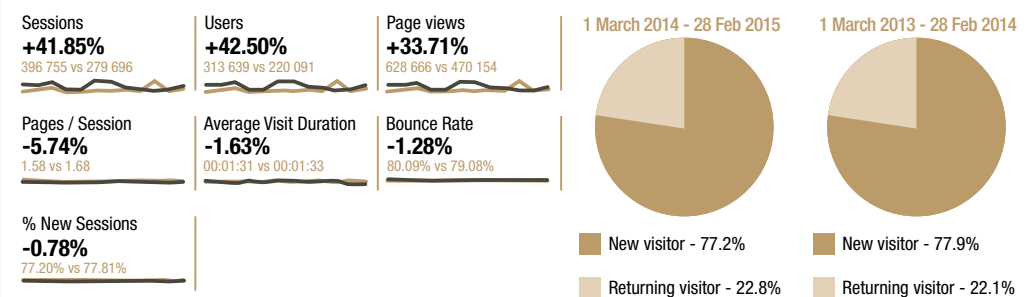
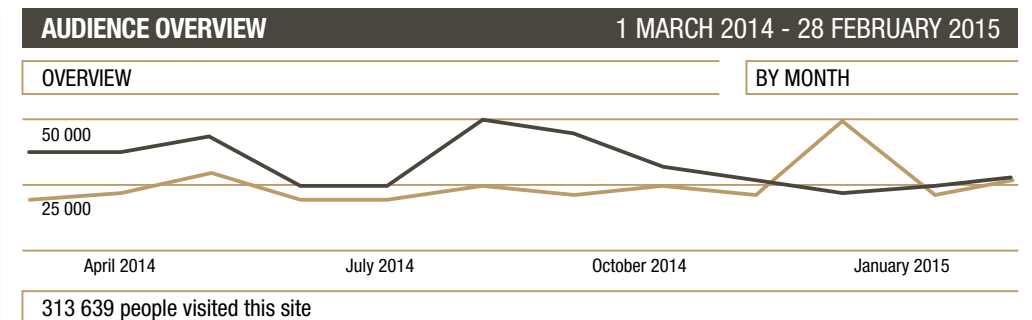
The number of page views in this financial year increased by 33.71%, from 470 154 page views in 2013-14 to 628 666 in the 2014-15 financial year.

August 2014 was the busiest month in the financial year, with 49 907 visitors to the website.



During the 2014-15 financial year, the best month for visits was August, with 49 907 visits.

The lowest traffic month in this period was December 2014, with 20 338 visits to the site.

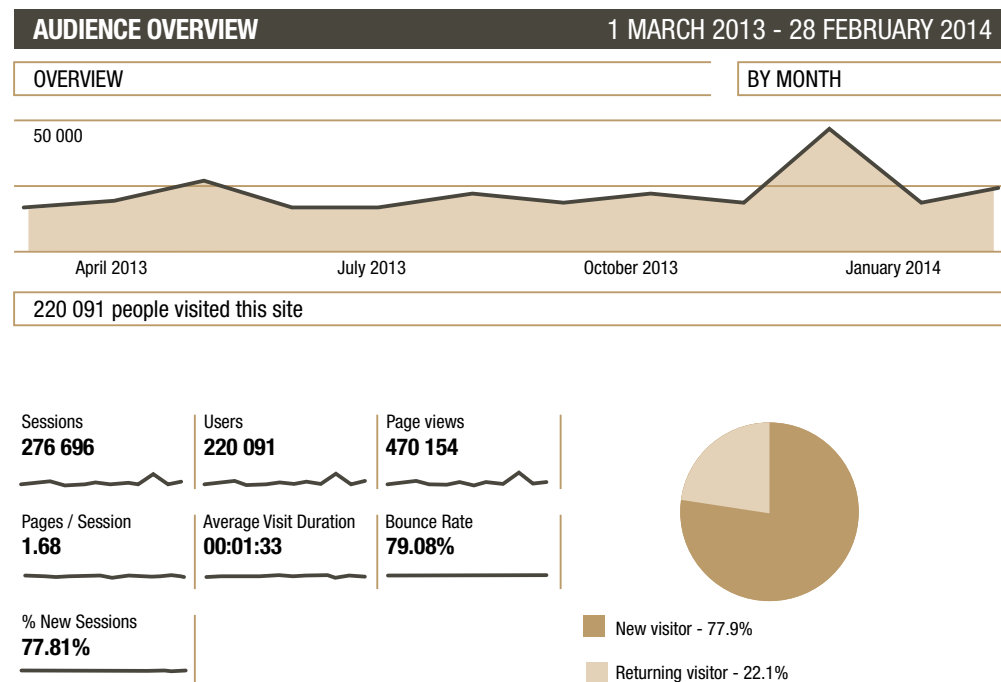


VISITS AND OVERVIEW FOR THE 2013-14 FINANCIAL YEAR

During the 2013-14 financial year, the best month for visits was December 2013, with 49 305 visits.

The lowest traffic month in this period was June 2013, with 16 895 visits to the site.

The average number of unique visitors during the 2013-14 financial year was 18 340 (an increase of 107% on last year's visitor numbers).



In the 2013-14 and 2014-15 financial years the majority of visitors to the mini site came from South Africa, with 94 450 visitors (33.77%) from SA in 2013-14, compared to 155 614 visitors (39.22%) in 2014-15.

of users, with 16 811 visitors (6.01%) from the UK in 2013-14, compared to Netherlands' 48 522 visitors (12.23%) in 2014-15.

In the 2013-14 and 2014-15 financial years, Johannesburg, Cape Town and Sandton are the top three city sources of traffic.

In the 2013-14 and 2014-15 financial years, the US accounted for the second-highest number of users, with 49 497 visitors (17.70%) from the US in 2013-14, compared to 65 366 visitors (16.48%) in 2014-15. In the 2013-14 and 2014-15 financial years, the UK accounted for the third-highest number

TRAFFIC SOURCES

SOURCE / MEDIUM	SESSIONS - 396 755	
google / organic	310 988	78.38%
(direct) / none	62 134	15.66%
bing / organic	6 319	1.59%
ask / organic	3 063	0.77%
yahoo / organic	2 118	0.53%
search.tb.ask.com / referral	1 858	0.47%
sahistory.org.za / referral	1 026	0.26%
en.wikipedia.org / referral	900	0.23%
m.facebook.com / referral	734	0.19%
lm.facebook.com / referral	481	0.12%

Most traffic arrived at the mini site via search engines during the 2014-15 financial year (310 988 visits).

Direct traffic accounted for 62 134 visits, while referral sites (links from other sites to the O'Malley mini site) accounted for 4 999 visits.

Social media sources sent 1 215 visits to the mini site during the period in review.

DEMOGRAPHICS BY LOCATIONS

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COUNTRIES OF ORIGIN			
2013		2014	
COUNTRY / TERRITORY	SESSIONS - 279 696	COUNTRY / TERRITORY	SESSIONS - 396 755
South Africa	94 450 33.77%	South Africa	155 614 39.22%
United States	49 497 17.70%	United States	65 366 16.48%
(Not set)	48 442 17.32%	Netherlands	48 522 12.23%
United Kingdom	16 811 6.01%	Kenya	21 670 5.46%
Australia	6 049 2.16%	United Kingdom	13 207 3.33%
Canada	5 720 2.05%	(Not set)	9 245 2.33%
Kenya	5 605 2.00%	Germany	8 938 2.25%
India	4 916 1.76%	India	7 649 1.93%
Germany	4 302 1.54%	Australia	7 468 1.88%
Japan	2 638 0.94%	Canada	5 352 1.35%

COUNTRIES OF ORIGIN			
2013		2014	
CITY / TERRITORY	SESSIONS - 279 696	CITY / TERRITORY	SESSIONS - 396 755
(Not set)	66 406 23.74%	(Not set)	87 649 22.09%
Johannesburg	20 163 7.21%	Johannesburg	30 817 7.77%
Cape Town	17 901 6.40%	Cape Town	28 091 7.08%
Pretoria	11 835 4.23%	Sandton	19 292 4.86%
Sandton	7 708 2.76%	Pretoria	15 934 4.02%
London	5 577 1.99%	(Not set)	14 384 3.63%
Durban	5 083 1.82%	Ashburn	12 841 3.24%
Centurion	4 954 1.77%	Centurion	12 684 3.20%
New York	3 229 1.15%	Durban	8 906 2.24%
Berea	2 431 0.87%	Berea	4 211 1.06%

he top 10 referral sources of traffic are indicated below. Search.tb.ask.com sent the most traffic, with a total of 1 858 visits to the mini site over the period.

SOURCE / MEDIUM	SESSIONS - 11 455	
	% of Total: 2.89% (396 755)	
search.tb.ask.com	1 858	16.22%
sahistory.org.za	1 026	8.96%
en.wikipedia.org	900	7.86%
m.facebook.com	734	6.41%
lm.facebook.com	481	4.20%
de.wikipedia.org	433	3.78%
facebook.com	383	3.34%
t.co	357	3.12%
en.m.wikipedia.org	330	2.88%
search.mywebsearch.com	289	2.52%

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WEBSITE CONTENT POPULARITY

PAGE	PAGE VIEWS - 469 267	
	% of Total: 100% (469 267)	
The Reconstruction and Development Programme (RDP) – The O'Malley Archives	40 125	6.38%
1950. Group Areas Act No 41 – The O'Malley Archives	20 133	3.20%
Address by State President P.W. Botha, August 15, 1985 – The O'Malley Archives	18 514	2.94%
Accelerated and Shared Growth Initiative for South Africa (ASgISA) – The O'Malley Archives	15 645	2.49%
Chapter 4: Consequences of Gross Violations of Human Rights – The O'Malley Archives	12 955	2.06%
1953. Reservation of Separate Amenities Act No 49 – The O'Malley Archives	12 519	1.99%
...Who killed Hani? – The O'Malley Archives	12 369	1.97%
Characteristics of Developing Countries – The O'Malley Archives	11 899	1.89%
1953. Bantu Education Act – The O'Malley Archives	10 752	1.71%
F.W. de Klerk's speech at the opening of Parliament 2 February 1990 – The O'Malley Archives	6 349	1.01%

The most popular pages on the O'Malley mini site during 2014-15 financial year were "The Reconstruction and Development Programme", recording 40 125 views during this period, and "1950 Group Areas Act No 41 – The O'Malley Archives", with 20 133 views recorded.

THE DIGITAL ARCHIVE SITE

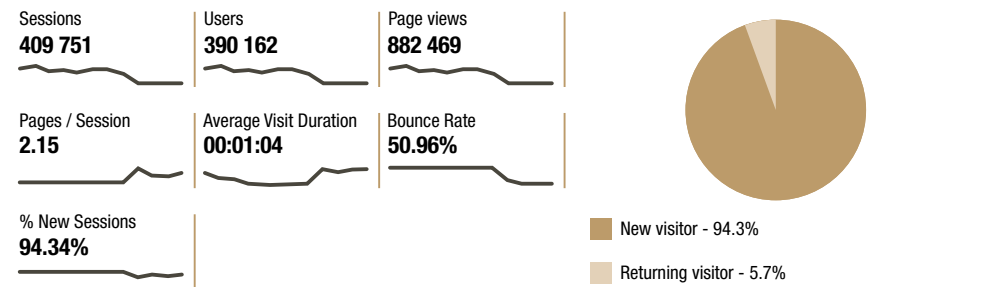
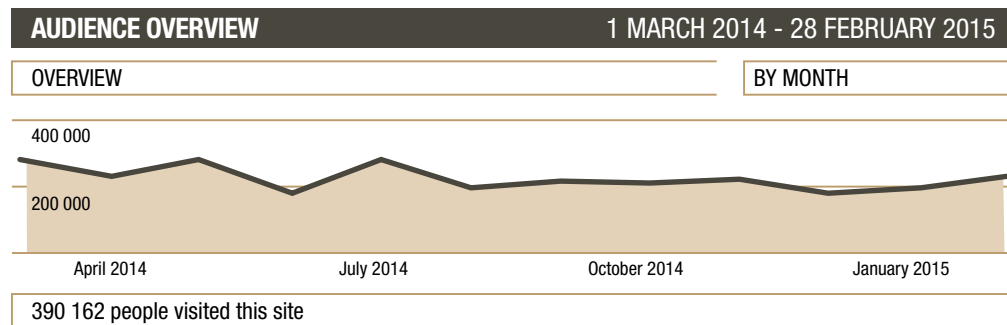
archive.nelsonmandela.org

AUDIENCE OVERVIEW

Unique visitor numbers to the archive site decreased by 96%, from 12 367 478 unique visitors in the 2013-14 financial year, to 386 595 unique visitors in 2014-15 financial year.

The number of page views in the past financial year decreased by 98.17%, with 882 469 page views this year compared to 48 224 033 page views in the 2013-14 financial year.

April 2014 was the site's busiest month this financial year, with more than 64 582 visitor sessions.

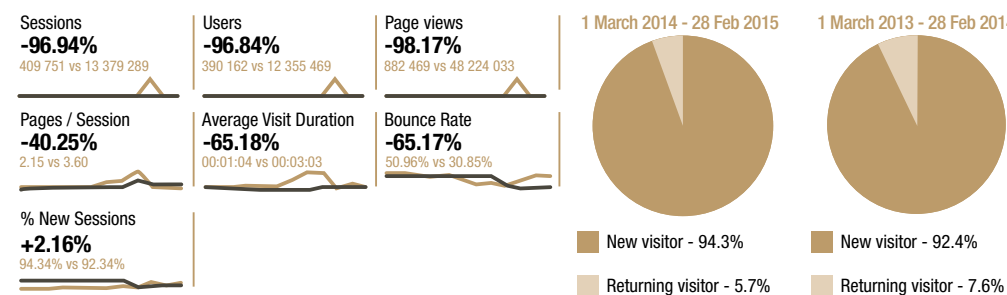
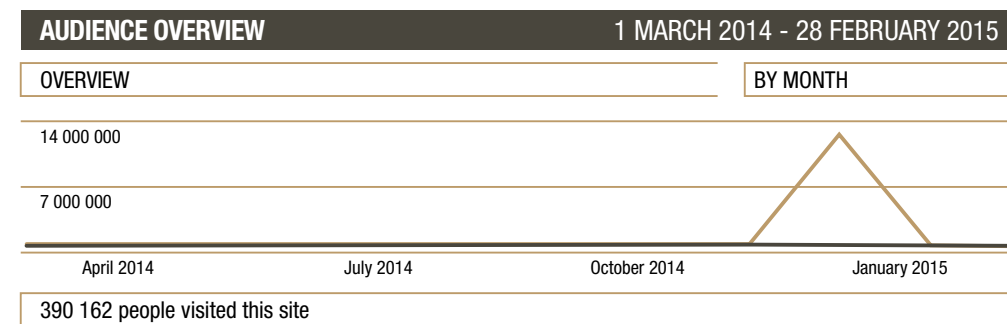


During the 2014-15 financial year, the best month for visits was July 2014 with 99,918 visits.

The lowest traffic month in this period was January 2015, with 4 124 visits to the site.

The number of unique visitors during the 2014-15 financial year was 164 103.

Mobile traffic increased by 30% over the 2014-15 period, compared to 23% over 2013-14.

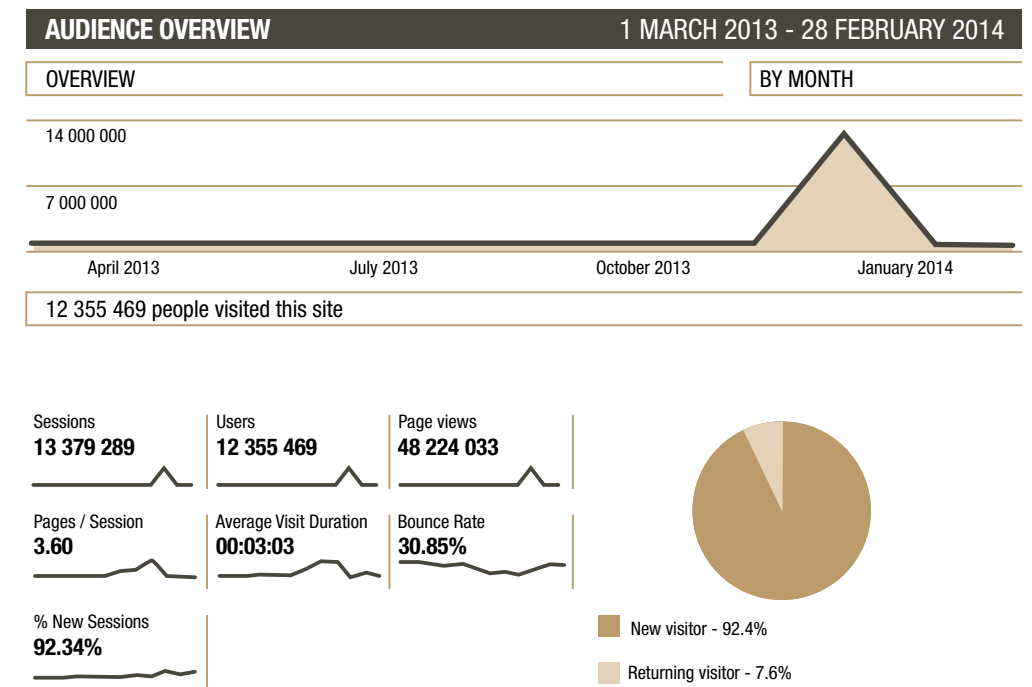


VISITS AND OVERVIEW FOR THE 2013-14 FINANCIAL YEAR

During the 2013-14 financial year, the best month for visits was December 2013, with 13 220 939 sessions (visits).

The lowest traffic month in this period was September 2013, with 2 032 visits to the site.

The number of unique visitors during the 2013-14 financial year was 12 355 469 (an increase of 23 490% on the 2012-13 visitor numbers).



DEMOGRAPHICS BY LOCATIONS

COUNTRIES OF ORIGIN

2013

COUNTRY / TERRITORY	SESSIONS - 13 379 289	%
United States	2 134 472	15.95%
(Not set)	814 790	6.09%
India	717 102	5.36%
United Kingdom	613 873	4.59%
Germany	584 635	4.37%
France	582 355	4.35%
Brazil	579 992	4.33%
Turkey	559 346	4.18%
Italy	541 762	4.05%
Russia	324 860	2.43%

2014

COUNTRY / TERRITORY	SESSIONS - 409 751	%
(Not set)	357 346	87.21%
United States	10 823	2.64%
South Africa	5 384	1.31%
Italy	2 927	0.71%
Brazil	2 173	0.53%
France	2 117	0.52%
United Kingdom	1 971	0.48%
Canada	1 741	0.42%
Germany	1 432	0.35%
South Korea	1 417	0.35%

COUNTRIES OF ORIGIN

2013

CITY / TERRITORY	SESSIONS - 13 379 289	%
(Not set)	1 618 245	12.10%
Istanbul	184 091	1.38%
New Delhi	175 325	1.31%
London	166 632	1.25%
New York	101 580	0.76%
Rome	100 429	0.75%
Sao Paulo	91 535	0.68%
Bangalore	79 277	0.59%
Ankara	73 805	0.55%
Seoul	67 882	0.51%

2014

CITY / TERRITORY	SESSIONS - 409 751	%
(Not set)	360 966	88.09%
Cape Town	1 173	0.29%
Johannesburg	1 117	0.27%
Brussels	1 018	0.25%
Sandton	915	0.22%
Seoul	765	0.19%
London	741	0.18%
New York	631	0.15%
Paris	571	0.14%
Milan	550	0.13%

In the 2013-14 and 2014-15 financial years the majority of visitors to the archive site came from the US, with 2 134 472 (15.95%) visitors from US in 2013-14, compared with 10 823 (2.64%) visitors in 2014-15.

In 2014-15, South Korea accounted for 1 417 (0.35%) visitors, when in 2013-14 South Korea did not even feature in the top 10 sources of traffic.

In 2013-14, the UK accounted for the third-highest number of users, with 613 873 (4.59%) visitors, compared to this financial year-end, when Italy ranked third-highest with 2 927 visitors (0.71%).

In the 2012/2013 and 2013-14 financial years, London is the only city that appears twice in the top three city sources. This financial year end, Cape Town, Johannesburg, Brussels are in the top three cities.

TRAFFIC SOURCES

SOURCE / MEDIUM	SESSIONS - 409 751	
(direct) / none	380 577	92.88%
google / organic	10 842	2.65%
nelsonmadela.org / referral	5 311	1.30%
google.com / referral	2 794	0.68%
focus.it / referral	621	0.15%
m.facebook.com / referral	614	0.15%
en.wikipedia.org / referral	554	0.14%
facebook.com / referral	452	0.11%
bing / referral	434	0.11%
anc.org.za / referral	348	0.08%

The majority of traffic arrived via DIRECT traffic during the 2014-15 year (380 577/92.88%).

Referral traffic accounted for 10 694 visits.

Social media sent 1 066 visits to the site over the period in review.

The top 10 referral sources are indicated on the left. Nelsonmandela.org sent the highest amount of traffic, with 5 311 visits to the site (30.42%), and google.com sending 2 794 visits (16.01%).

SOURCE / MEDIUM	SESSIONS - 17 457	% of Total: 4.26% (409 751)
nelsonmandela.org	5 311	30.42%
google.com	2 794	16.01%
focus.it	621	3.56%
m.facebook.com	614	3.52%
en.wikipedia.org	554	3.17%
facebook.com	452	2.59%
anc.org.za	348	1.99%
l.facebook.com	236	1.35%
mirror.enha.kr	202	1.16%
portalfuturum.com.br	171	0.98%

WEBSITE CONTENT POPULARITY

PAGE	PAGE VIEWS - 882 469	
Nelson Mandela Centre of Memory	408 076	46.24%
Search - Nelson Mandela Centre of Memory	142 265	16.12%
The last Warder - Nelson Mandela Centre of Memory	51 047	5.78%
Dirk Willem Venter - Nelson Mandela Centre of Memory	32 511	3.68%
Nelson Mandela: Early Life - Nelson Mandela Centre of Memory	16 374	1.86%
(Untitled item) - Nelson Mandela Centre of Memory	9 234	1.05%
My moment with a LEGEND - Nelson Mandela Centre of Memory	8 153	0.92%
NELSON MANDELA Early Life - Nelson Mandela Centre of Memory	7 090	0.80%
Nelson Mandela: Prison Years - Nelson Mandela Centre of Memory	6 069	0.69%
NELSON MANDELA Prison Years - Nelson Mandela Centre of Memory	5 858	0.66%

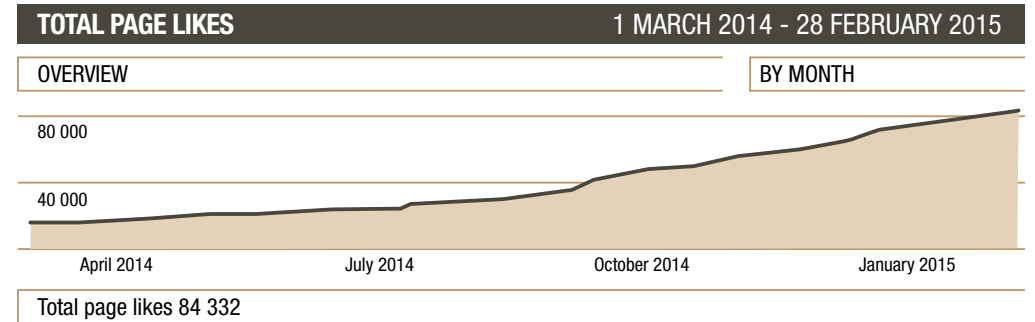
While Google uses different page referencing for its website structure, the following 10 page titles received the most traffic over the period in review:

SOCIAL MEDIA STATISTICS

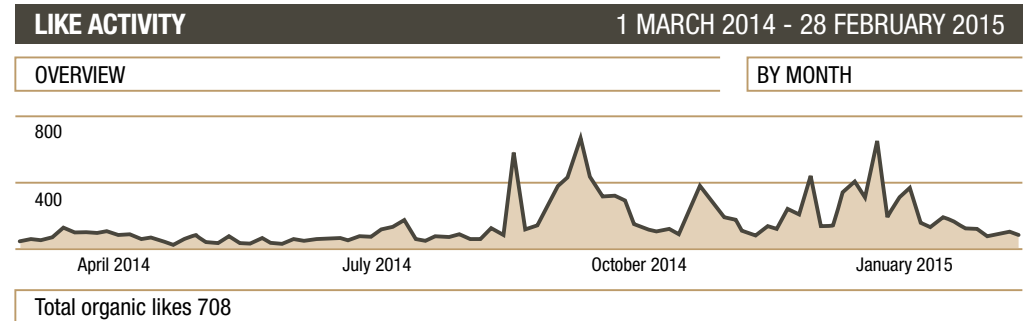
Social media accounts for the Nelson Mandela Foundation were introduced on 18 July 2011.

FACEBOOK

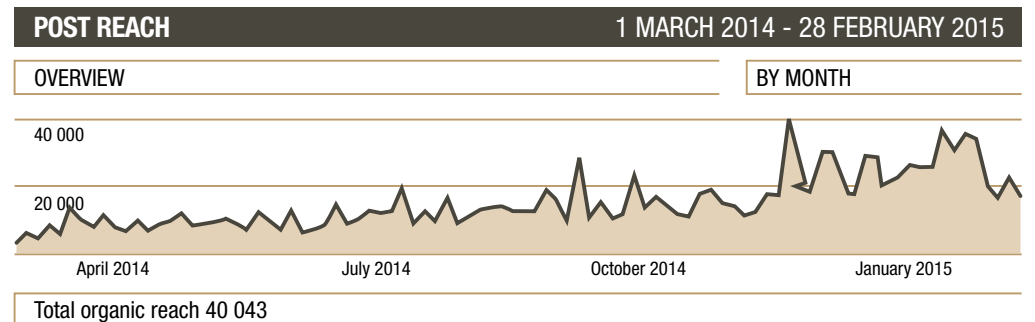
As at 1 March 2014, the Facebook account (<http://www.facebook.com/NelsonMandelaCentreOfMemory>) had 27 593 "likes". One year later, on 28 February 2015, the account had grown by 204% to 83 338 likes.



In terms of "like" activity, the most likes were encountered on September 21, 2014 - 708 likes.

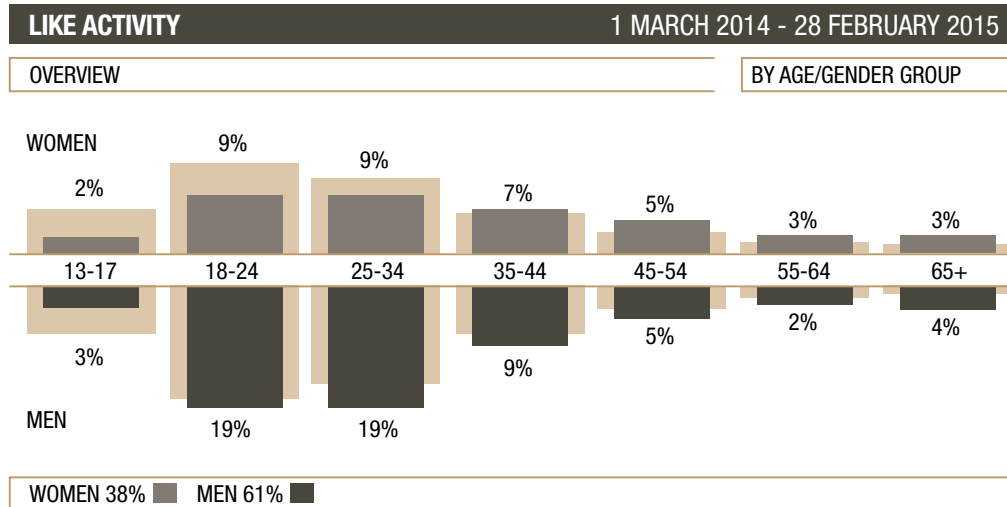


In terms of reach, the most activity over the period is indicated below:



The following graph indicates likes according to gender and age.

The data shows that the majority of page fans are male, aged between 18 and 34.

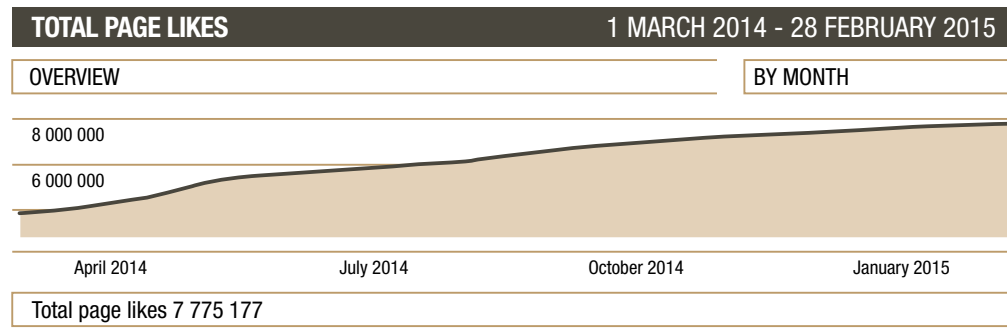


The table below indicates which countries the Facebook fans come from, which cities they live in and which languages they speak. The data tells us that most fans live in South Africa, in Gauteng, and speak English.

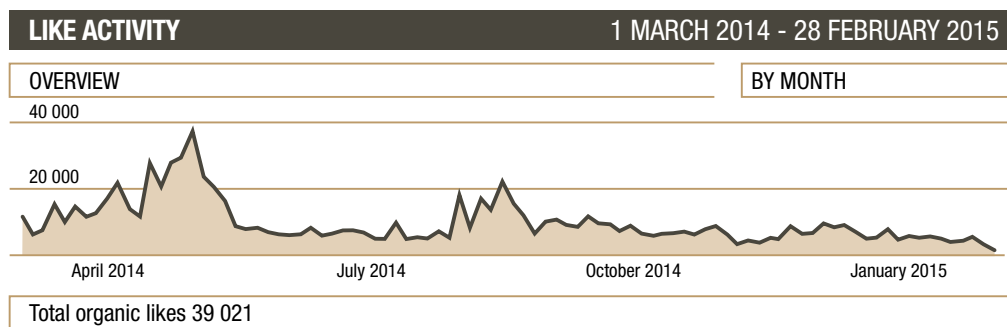
COUNTRY	YOUR FANS	CITIES	YOUR FANS	LANGUAGE	YOUR FANS
South Africa	12 407	Johannesburg	2 838	English (US)	44 970
United States	8 175	Khartoum	1 891	English (UK)	11 780
India	4 006	Cape Town	1 503	French (France)	8 530
Pakistan	3 873	Pretoria	1 328	Spanish	3 448
Brazil	2 825	Nairobi	1 032	Portuguese (Brazil)	3 016
Nigeria	2 416	Dakar	948	Arabic	2 264
Sudan	2 343	Kampala	942	Portuguese (Portuguese)	2 146
United Kingdom	2 215	Dhaka	898	Spanish (Spain)	1 471
France	1 968	Durban	774	Italian	1 086
Bangladesh	1 681	London	761	Turkish	906

FACEBOOK NELSON MANDELA PUBLIC FIGURE PAGE

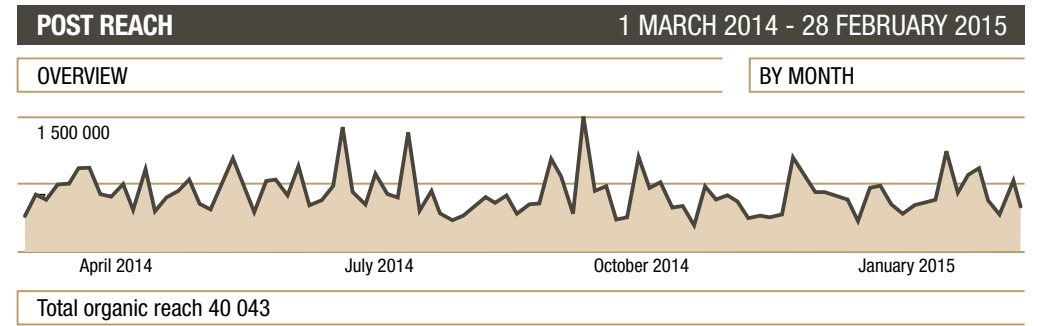
As at 1 March 2014, the Nelson Mandela public figure Facebook page (<https://www.facebook.com/nelsonmandela>) had 3.9-million likes. As of March 2015, the page grew substantially to 7 803 859 likes, a growth of 3 903 859 likes in a year.



The most likes (39 021) were received on 4 May 2014.

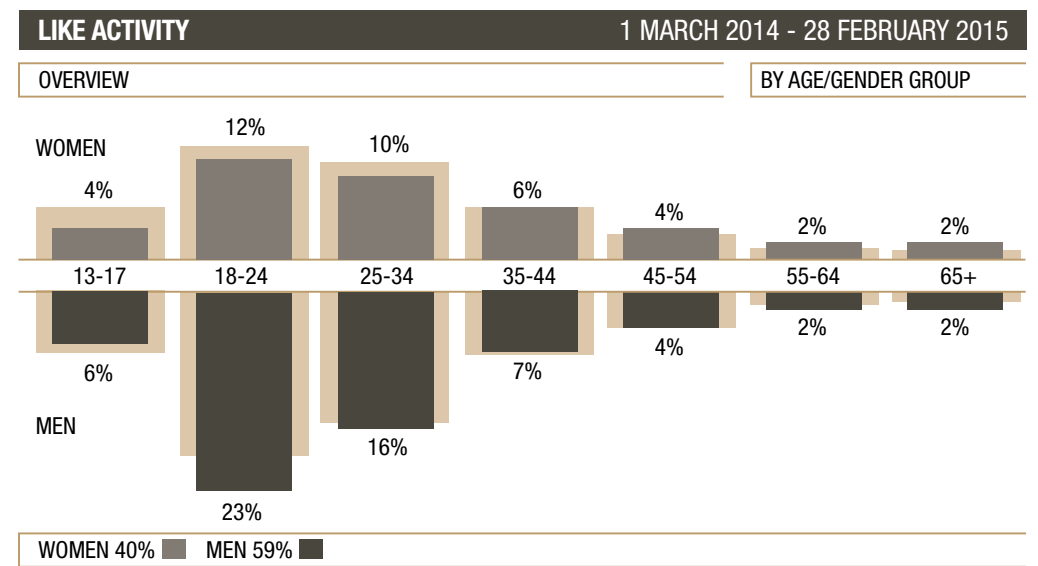


In terms of reach, the most activity over the period is indicated on the right:



The following graph indicates likes according to gender and age.

The data shows that the majority of page fans are male, aged between 18 and 24.



The table below indicates which countries the Facebook fans come from, which cities they live in and which languages they speak.

COUNTRY	YOUR FANS	CITIES	YOUR FANS	LANGUAGE	YOUR FANS
United States	728 906	Dhaka	116 889	English (US)	3 223 044
India	689 219	Cairo	94 808	French (France)	942 634
Brazil	517 571	Johannesburg	71 396	English (UK)	809 839
South Africa	334 774	London	67 075	Spanish	732 848
France	326 470	Paris	65 426	Portuguese (Brazil)	520 373
Mexico	251 405	Sao Paulo	64 439	Spanish (Spain)	278 319
Italy	225 068	Mexico City	56 681	Italian	218 381
United Kingdom	215 813	Abidjan	52 719	Arabic	167 909
Egypt	210 537	Nairobi	52 416	Portuguese (Portugal)	150 791
Bangladesh	209 892	New Delhi	44 815	German	136 762

The data tells us that most fans live in the United States and speak English.



As at 1 March 2014 the Nelson Mandela Twitter account (www.twitter.com/nelsonmandela) had some 877 000 followers, had tweeted 3 480 times and was following 15 100 accounts.

One year after that, as at 1 March 2015, the account had grown by 22%, and had 1 070 513 followers, had tweeted 4 996 times and was following 19 483 accounts.



As at 1 March 2014, the Nelson Mandela Centre of Memory YouTube account (<http://www.youtube.com/user/centreofmemory>) had 5 269 subscribers, 111 videos and 887 015 video views.

One year later, as at 1 March 2015, the YouTube account had grown to 5 589 subscribers, 158 videos and 1 052 024 video views.



As at 1 March 2014, the Google+ page had 70 807 followers. As of March 2015, the page had 127 841 followers and 12 913 343 views.

All social channels continue to show significant growth, year-on-year.

DONOR ENGAGEMENT OPPORTUNITIES

THE NELSON MANDELA FOUNDATION WELCOMES AND CREATES OPPORTUNITIES FOR PEOPLE AT ALL LEVELS TO MAKE A DIFFERENCE THROUGH THE HONOURING OF MADIBA, HIS VISION AND HIS LEGACY. WITHIN OUR AGREED CODE OF CONDUCT, WE ENSURE THAT THE ETHOS, NAME AND REPUTATION OF MADIBA ARE PROTECTED.

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Our worldwide network of donors forms an alliance that promotes increased social justice in the global community. No matter the giving level, these individuals, foundations and corporations stand shoulder-to-shoulder with the Foundation in advocating for equality and cohesion through memory and dialogue.

The wide-ranging opportunities for engagement are laid out in the following pages. At the highest levels of support, we can also discuss tailored opportunities for sponsorship within the Nelson Mandela Centre of Memory, the home of the Nelson Mandela Foundation.

NELSON MANDELA LEGACY CHAMPIONS

NELSON MANDELA LEGACY CHAMPIONS GIVE AT THE HIGHEST LEVELS TO SECURE MADIBA'S HUMANITARIAN LEGACY, MAKING A SUBSTANTIAL FINANCIAL AND SYMBOLIC COMMITMENT TO THE VALUES OF SOCIAL JUSTICE AND DEMOCRACY.

62

Legacy Champions ensure that Nelson Mandela's legacy continues beyond his passing.

Opportunities include:

An investment of R10 000 000 or more in Madiba's Sustainability Fund.

Becoming an Ambassador among iconic global Champions by inviting your network of friends and colleagues to join you as a Legacy Champion.

Joining a unique community of prominent figures that have already made this commitment. They include: former US President Bill Clinton, Patrice Motsepe, Tokyo Sexwale, David Rockefeller and Peggy Dulany. The Indian government and Vodacom have also joined this illustrious group.

We are pleased to recognise Legacy Champions through an inscription on the Foundation's "Wall of Honour" in the Nelson Mandela Centre of Memory; Legacy Champion certificates signed by Mandela; limited edition statues (while supplies last); and VIP access to the Foundation and its activities.

These donors also receive privileged recognition in internal and external communications, both locally and internationally.

NELSON MANDELA LEGACY PARTNERS

NELSON MANDELA LEGACY PARTNERS COMMIT AT ANY LEVEL FROM \$100 000, BRINGING MUCH NEEDED SUPPORT IN PRESERVING AND FURTHERING MADIBA'S LEGACY.

Legacy Partners make an investment of R1 000 000 - R9 999 999 to assure the preservation of Madiba's legacy through his personal archives and his life and times through the Foundation's extensive dialogue, advocacy, content and education programmes, to ensure Madiba's legacy will continue to empower societies to move towards freedom.

We are pleased to recognise Legacy Partners through Legacy Partner Certificates; access to Foundation activities and stakeholders; and recognition in internal and external communications, both locally and internationally.

"TODAY WE ARE LAUNCHING THE NELSON MANDELA CENTRE OF MEMORY PROJECT. WE WANT IT TO BE PART OF WHAT WE HAVE CALLED THE PROCESSES OF RESTORATION AND RECONCILIATION ..."

IT IS OUR HOPE THAT FROM THESE SMALL BEGINNINGS IT WILL GROW INTO A VIBRANT PUBLIC RESOURCE OFFERING A RANGE OF SERVICES TO SOUTH AFRICANS AND VISITORS FROM ALL PARTS OF THE WORLD ...

AND MOST IMPORTANTLY, WE WANT IT TO DEDICATE ITSELF TO THE RECOVERY OF MEMORIES AND STORIES SUPPRESSED BY POWER. THAT IS THE CALL OF JUSTICE: THE CALL THAT MUST BE THE PROJECT'S MOST SHAPING INFLUENCE."

– Nelson Mandela, at the launch of the Nelson Mandela Centre of Memory, 21 September 2004.



BE PART OF THE LEGACY

SUPPORT THE WORK OF THE NELSON MANDELA FOUNDATION.

The Nelson Mandela Foundation is a human rights-oriented not-for-profit organisation. The Foundation delivers to the world an integrated and dynamic information resource on the life and times of Nelson Mandela, as well as promotes the search for sustainable solutions to critical social problems through memory and dialogue.

MR / MRS / MS / DR	
NAME	
LAST NAME	
ADDRESS	
CITY	
PROVINCE/STATE	
ZIP/POSTAL CODE	
PHONE NO.	
EMAIL	
INSERT GIFT STREAM	
VISA / MASTERCARD / AMERICAN EXPRESS / DISCOVER	
IS THIS A MONTHLY GIFT	YES <input type="checkbox"/> NO <input type="checkbox"/>
CREDIT CARD NUMBER	

In the United States, funds to support the Nelson Mandela Foundation are raised through the Nelson Mandela America Fund of the King Baudouin Foundation United States (KBFUS). As a registered 501(c)(3), all donations are tax-deductible to the limit of the law.

SECURITY CODE	
EXPIRATION DATE	

Donations can be made securely online by credit card or PayPal. Simply visit www.nelsonmandela.org

Or, you can mail a check payable to **KBFUS**, with a memo designation for the Nelson Mandela America Fund, to:

Nelson Mandela America Fund
192 Lexington Avenue, Suite 801
New York, NY 10016

NELSON MANDELA FOUNDATION BANKING DETAILS

ACCOUNT HOLDER:	Nelson Mandela Foundation
BANK NAME:	NEDBANK
CHEQUE ACCOUNT NUMBER:	1284 089 746
BRANCH OR ROUTING CODE FOR CHEQUE DEPOSIT:	Killarney ,128405
BRANCH OR ROUTING CODE FOR EFT PAYMENT:	Main Street, 197905
SWIFT CODE:	N E D S Z A J J
BANK ADDRESS:	100 Main Street, Business Central, Marshalltown, 2001, SA PO Box 61558, Marshalltown, 2107, SA

We extend our warmest thanks and appreciation for your support of Madiba's vision and the importance of memory and dialogue for social justice.

NELSON MANDELA ORGANISATIONS



NELSON MANDELA
FOUNDATION

Living the legacy



THE MANDELA RHODES
FOUNDATION



Nelson Mandela
CHILDREN'S FUND®

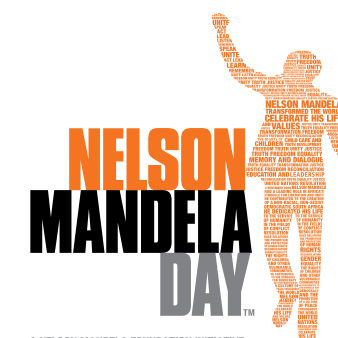


CHANGING THE WAY SOCIETY TREATS ITS CHILDREN AND YOUTH

NELSON MANDELA FOUNDATION-RELATED INITIATIVES



NELSON MANDELA
Institute for
EDUCATION AND
RURAL DEVELOPMENT



A NELSON MANDELA FOUNDATION INITIATIVE

TAKE ACTION. INSPIRE CHANGE,
MAKE EVERY DAY A MANDELA DAY.



“
**THE CALL NOW IS
FOR EACH OF US TO
ASK OURSELVES:
ARE WE DOING ALL
WE CAN TO HELP
BUILD THE COUNTRY
OF OUR DREAMS**”

- NELSON MANDELA



NELSON MANDELA
FOUNDATION

Living the legacy

“Thank you for keeping the legacy alive by supporting the Nelson Mandela Foundation.”

– **Sello Hatang** Chief Executive, Nelson Mandela Foundation

The Nelson Mandela Foundation, a registered Trust, is a human rights-oriented non-profit organisation. The Foundation delivers to the world an integrated and dynamic information resource on the life and times of Nelson Mandela, and promotes the search for sustainable solutions to critical social problems through memory-based dialogue interventions and tangible activations to realise the legacy of Madiba.

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F: NelsonMandelaCentreOfMemory
T: @NelsonMandela

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Houghton,
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