



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 make the legacy of Madiba a living one.

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● NELSON MANDELA FOUNDATION | ANNUAL REPORT 2018/2019

HONOURING THE CENTENARY OF NELSON MANDELA'S BIRTH

**ANNUAL
REPORT**
2018/2019

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The Foundation TIMELINE

Mandela is released after over 27 years in prison.

Mandela steps down as President. The Nelson Mandela Foundation is established and houses Mandela's personal office.

Mandela retires. Mandela inaugurates the Nelson Mandela Centre of Memory project.

The Mandela Day campaign is launched. The United Nations declares 18 July to be Nelson Mandela International Day.

Opening of the Nelson Mandela Centre of Memory refurbished building, including permanent and temporary exhibition spaces. Mandela passes away in December.

90 94 99 02 04 08 09 11 13 18

Mandela becomes South Africa's first democratically elected President.

The Nelson Mandela Foundation moves from Mandela's residence to its current premises in Houghton.

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

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

International campaign marking the centenary of Mandela's birth.



NELSON MANDELA
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ABOUT US

The Nelson Mandela Foundation was established in 1999 when Nelson Mandela stepped down as president of South Africa. It aims to help build a society that remembers its pasts, listens to all its voices, and pursues social justice.

As Mandela's post-presidential office, it provided the base for his charitable work, covering a wide range of endeavours: from building schools to HIV/Aids work, from research into education in rural areas, to peace and reconciliation interventions. Today the Foundation focuses on dialogue work, preserving the memory and legacy of its founder, and developing its rich archival platform.

Vision

Our vision is a just society, one which learns from its pasts and listens to all its voices.

Mission

Our mission is to contribute to the making of a just society by mobilising the legacy of Nelson Mandela, providing public access to information on his life and times, and convening dialogue on 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.

Spiral

The spiral, which in many ancient societies symbolised constant renewal, simultaneously represents the centering of memory, disseminating of information and widening impact of the Foundation's work in the world.

Slogan

Living the legacy.



The following values serve as a guiding principle for the organisation and our work. These values are woven into the fabric of the work of the Nelson Mandela Foundation.

OUR INSTITUTIONAL VALUES

Mandela

Integrity

We are committed to being ethical, professional, reliable and authentic.

Passion

We care deeply about the world and the work we do in it. We aim to go the extra mile.

Respect

We listen carefully, honour difference, and embrace inclusivity.

Service

Work for us is a calling. We strive for excellence in serving our publics. We work to build the world of Nelson Mandela's dreams.

Transformation

We are determined to fight injustice in all its forms. We are committed to continuing self-renewal. We welcome creativity.

Transparency

We believe in freedom of information. We strive to share information resources as widely as possible. We respect legitimate restrictions on access.

CHAIRMAN'S NOTE

Prof Njabulo Ndebele

For the Nelson Mandela Foundation 2018 was a year full of historical significance and of concomitant institutional challenge. The centenary of our Founder's birth loomed large globally and placed extraordinary demands on both our resources and our imagination. Its intersection with the fifth anniversary of Madiba's passing forced us to emotionally dig deep, especially as on 5 December what had been a tiring year was coming to an end and we were already reflecting both on what had been achieved during the centenary and what lay ahead for the Foundation.

Not surprisingly, these anniversaries – historical markers of great significance – surfaced a range of key questions. The most important ones for me were: "what is the legacy of Nelson Mandela?"; "does the work he started continue?"; and, "can South Africa find the leadership which honours him through actual rather than lip service?" We paid close attention to these questions and engaged with them robustly.

For us, commemorating Madiba is a permanent commitment. So is the imperative to continue his work. He envisioned a South Africa in which the lived reality of all citizens matched the ideal spelled out in the Constitution. He called for freedom to reign in South Africa and across the world. Our work is centred there, in giving life to that vision.

The South African Constitution is a radical tool for South Africans to effect fundamental change in all areas of national life. Under Madiba's leadership in the 1990s, first steps were taken on the long road to a society transformed from its colonial and apartheid framing towards one centred around millions of South Africans now free to create a new and democratic society. The Constitution is designed to make this emancipatory vision possible through the minds and hands of all citizens.

Just over two decades later, it is clear that enfranchised South Africans, with the responsibility of leading the path to a new society, have faltered along the way.

In many respects, we South Africans have simply lost our way. We get lost when our efforts get grounded in means devoid of common purpose; when we become fifty million countries instead of one country with fifty million citizens.

Without the anchor of collective purpose, our society can become corrupted in ways not easily reducible to a common understanding of corruption as exemplified by the notion of state capture and corrupted individuals implicated in it. In the faltering of selfhood, we face the very corruption of collective purpose. Then, beyond the crisis of law, morality, ethics and social order, existential fracture sets in that blurs our vision. All South Africans must take responsibility for this situation in which even constitutionalism can be corrupted and it can be utilised as a sophisticated instrument for protecting power, privilege and property.

Instinct and habit will drive many to say the situation we are in urgently calls for yet another national dialogue. Often we forget to spot and read the dialogue not in what we say but in what we do.

Whether it be the issue of corruption, or land, or early childhood development, or employment equity, or access to services, or the sharing of wealth, the call is not to do more. The call is **to do differently**.

We are encouraged by the many signs that a new leadership is emerging in South Africa – one which explicitly makes the call to do differently, one which is beginning to retool the state to that end, one which chooses actual service over lip service. The centenary year started with us joining many others in calling for the President of our country to step down. It ended with us having worked with a new President on a number of projects. Of course, the challenge of leadership reaches to every level of society, which is why the Foundation is growing its capacity in leadership development and seeking to infuse this capacity into all the work it does.

The call to do differently is not only a local one. It is also a global call. If humanity does not find another way, then the human project itself might fail.

As Arundhati Roy recently put it, "our hubris undermines our ability to connect the survival of our planet to our survival as a species." In southern Africa, it has become very clear that climate change is gathering pace and that its impact on humans and other species will be catastrophic unless we change our behaviours and do differently.

The Nelson Mandela Foundation faces a singular challenge: given these current realities, what is the relevance of Nelson Mandela's legacy and what difference can we make as an organisation? These questions spurred our deliberations in the midst of the centenary year as we refashioned our mission statement and crafted a new strategic plan for the next three years (2019-2022).

Its watchword is 'impact' and its guiding energy a sense of urgency. It is time, now, to go beyond promoting the legacy: **we must mobilize it**. Successful implementation will depend on the commitment of our trustees and staff, close collaboration with stakeholders and institutional partners, and the support of our constituencies, both local and international. They all feed us with confidence.



Sello Hatang

CHIEF EXECUTIVE'S REVIEW

Not surprisingly, 2018-9 was a momentous year for the Nelson Mandela Foundation as we joined with partners around the world to mark the centenary of our Founder's birth.

Here, in South Africa, we also supported projects designed to mark the simultaneous centenary of Ma Albertina Sisulu's birth. I was powerfully reminded of the day in 2008 when Ma Sisulu and Madiba attended an event at the Foundation to mark their 90th birthdays, the culmination of a partnership with the Department of Basic Education which saw thousands of school learners honouring the two veterans with essays and artwork. They are no longer with us, but their legacies live on strongly.

It is no exaggeration to say that the Foundation was fully stretched in meeting the expectations of a global audience which still honours Madiba passionately five years after his passing. The support of the South African government, United Nations, African Union and European Union went a long way to ensure global traction for the centenary campaign. Amongst a myriad major centenary events, I would highlight the following:

- On 17 July 2018 we hosted the 16th Nelson Mandela Annual Lecture with President Barack Obama as the speaker. The scale of the Lecture was unprecedented for the Foundation: 15 000 people at the Wanderers Stadium in Johannesburg, a partnership with the Department of Basic Education to ensure that several hundred school learners were seated at the Wanderers, the Lecture trending both locally and internationally, and an estimated 1,2 billion people reached across all platforms.
- In September 2018 the United Nations hosted the unveiling of a new statue of Nelson Mandela at its New York headquarters.
- Also in September we launched our first international Mandela exhibition in Melbourne, Australia. This centenary public resource will travel globally over the next five years.
- In November and December 2018 we hosted dialogue events in Johannesburg with Oprah Winfrey and Chimamanda Ngozi Adichie to connect the centenary to a marking of the fifth anniversary of Madiba's passing.

- As our report year came to an end we were deeply involved in planning for a centenary fundraising event in Washington DC on 27 April with our sister organizations the Mandela Rhodes Foundation, the Nelson Mandela Children's Fund, the Nelson Mandela Children's Hospital and the Nelson Mandela Institute for Education and Rural Development. To be hosted by the National Museum of African American History and Culture, the centrepiece of the evening would be a conversation between Mrs Graça Machel and President Obama reflecting on Madiba's legacy in current global contexts.

Giving impetus to the centenary campaign, and arguably its anchor, was the social justice work we strove to foreground through the year. The Mandela Initiative on Poverty and Inequality, inaugurated in 2015 as a collaborative endeavour between the state, the academy and civil society, culminated in the unveiling of a seminal report which promises to do for South Africa what the Carnegie reports of the 1930s and 1980s did. The Mandela Initiative process has spurred our work in the fields of land reform, early childhood development and the combatting of structural racism, all issues which we have identified as potentially game-changing in addressing intergenerational patterns of poverty and inequality in South Africa. Through 2018 we convened dialogues aimed at connecting community-based organisations with high-level public policy initiatives on land and the nurture of our children.

The Atlantic Fellowship for Racial Equity, a partnership between the Foundation and Columbia University in New York aimed at generating more effective strategies for combatting racism, delivered its first cohort of South African and American fellows dedicated to exploring transnational approaches.

As always, our advocacy work draws deeply on our experiences of the needs of communities. An experience which moved me profoundly was a visit to a community in Limpopo where we have partnered with Vodacom to address the Early Childhood Development (ECD) needs there. A year ago, the ECD centre there was little more than an overcrowded detention centre for the youngsters. Moreover, it was a dangerous site, with crumbling walls and pit latrines. In its place now is a facility fit for purpose and ensuring safety, dignity and educational stimulation for the children.

We are painfully aware that this community is but one of thousands in need around the country and that the challenge is a systemic one. Recently I also visited an ECD project funded by the Industrial Development Corporation and supported by the Foundation in Matatiele, where the scenario was very similar. Reaching the latter project took me 24 hours of travel, something which impressed on me the special challenges informing the crises unfolding far from society's mainstream. It is realities like these which explain why ECD is a critical focus area for our dialogue and advocacy programme and why we are exploring ways of linking it to the Mandela Day campaign, in order to break inter-generational poverty.

'Do-gooding' will not address the challenge facing us. Good work must be geared to transforming structures, systems and policies. As the report year drew to a close, we were delighted when our behind-the-scenes advocacy work saw sanitary pads and related products exempted from VAT – our work in this space drew on our experience over some years of supporting the Mandela Day Mount Kilimanjaro Trek4Mandela project. This is the future for the Mandela Day campaign.

We have to meet the immediate needs of communities while contributing to transforming oppressive structures and systems. At the heart of all Foundation endeavour, arguably, is our deep archival work which, as always, is given shape and inspired by the personal collections which Madiba entrusted to our care.

In 2018-9 the archival team provided research and authentication services to centenary initiatives all around the world as well as driving a number of key projects:

- In addition to the international exhibition mentioned above, we hosted the centenary exhibition *Unthreading Mandela* at the Foundation.
- Our digitisation programme saw the first major online releases of materials from Madiba's personal collections.
- We published two books in the centenary year, a selection from Madiba's prison correspondence (*The Prison Letters of Nelson Mandela*) and a collection of reminiscences by people who worked for him (*I Remember Nelson Mandela*).

Despite the challenges of an extremely demanding and cluttered year, we ensured that we paid attention both to forward-planning and to institutional health. In February 2019 our Board of Trustees approved a three-year (2019-2022) strategic plan designed to take us to the next level. In terms of the plan we aim to become a respected change agent with a measurable influence on public policy and other instruments for securing sustainable solutions to intractable social problems.

We are committed to both broadening and deepening constitutionalism in South Africa, with the objective of ensuring that the Constitution becomes a lived reality for many more people. Beyond our own shores, we look to secure international appeal and contribute to the creation of global networks for information and knowledge exchange.

Sello Hatang

To achieve these aims we will have to ensure that we are strong institutionally, that our values are deep-rooted and that the well-being of our staff is prioritised.

During 2018-9 we convened monthly staff forums, provided team-building opportunities, hosted two staff workshops addressing gender-related issues in the workplace, and initiated new staff training and development processes. The wellness of our teams is critical to success in contributing to the building of a well-functioning society.

The centenary year stretched us to the limit. I want to thank our donors, partners and other stakeholders for travelling a difficult road with us. The support given me by the Board of Trustees was exceptional. And the Foundation staff went the extra mile over and over again. I want to record my special appreciation for Lucia Raadschelders, who kept going in the most challenging of circumstances right until she passed away in November 2018.

She was a soldier. We were all delighted when we heard early in 2019 that President Ramaphosa had decided to acknowledge her contributions to the struggles for justice in South Africa by awarding her the Order of OR Tambo posthumously. We are proud of her and committed to making the Nelson Mandela Foundation of her dreams. As we are committed to making the South Africa of Madiba's (and Ma Sisulu's) dreams.

MAMA WINNIE

Remembering Winnie Madikizela-Mandela

Winnie Madikizela-Mandela passed away on 2 April 2018, just as the centenary programme moved into full swing.

As always, the trajectories of Nelson Mandela and Mama Winnie intertwined. In the weeks after her passing, we co-convened two tribute events, one with Kaya FM and one with Constitution Hill.



Mama Winnie Madikizela-Mandela's passing away is a hard blow for the Foundation. She travelled a very long road together with our Founder, Nelson Mandela. She was a member of a generation of leaders that survived the most brutal period of state terror in apartheid South Africa. And she was a friend of the Foundation.

"All South Africans are indebted to Mama Winnie, whether they acknowledge it or not," said Foundation Chairman Professor Njabulo Ndebele. "From the witness of her life, we knew we could stand tall; we knew also we could falter and stumble. Either condition was an affirmation of life. Her cry was our cry, and in 2018 we can say we did triumph."

We will miss her. And our country will miss her. Hamba kahle, Mama.

A photograph of Nelson Mandela speaking at a podium, gesturing with his right hand. The image is partially obscured by a large orange graphic element on the right side of the page.

DIALOGUE & ADVOCACY

The year was one of the most successful for the Dialogue team as we deepened our focus into critical areas of need. Our priority focus remains in the areas of Poverty and Inequality, Identity Politics and Reckoning with the Past.

Overview

We hosted, supported or were associated with over 70 dialogue interventions this year in every province of the country and convened over 40. Over the report period we also held 11 public events which excludes a number of events driven by the Communications Team, Mandela Day Team and the three larger public events of the year (the 16th Nelson Mandela Annual Lecture, Isthunzi Sabafazi and the Remembrance Event).

Poverty and Inequality

Following the closing of the Mandela Initiative in February 2018, the team began deeper work into three particular areas, namely, Early Childhood Development (ECD), Just Cities and Land Reform.

We have started community of practice meetings with ECD practitioners from across the Gauteng province to better understand their inputs into national discussions. Engagements took place for stakeholders across the country with those at a grassroots level and representatives of the state. Our analyst was also able to travel to a continental convening in Ghana to engage with international best practice in the ECD space. A detailed submission on changes to the Children's Act was made by our team.

Our key focus over the next two years will be to work with multiple stakeholders and all three tiers of government to reduce the barriers to registration for informal ECD centres and to find solutions to reduce the stunting of children.

Engaging in the land debate was critical for our team over the year as we sought to create the conditions to offer spaces to critically analyse the moment and the future. We supported and partnered with grassroots organisations including Ntinga Ntaba kaNdoda, the Land Access Movement of South Africa and The Alliance for Rural Democracy across the country to hold dialogues on land. We also offered screenings of the documentary *'This Land'* in partnership with Plexus Films and the Land and Accountability Research Centre. We hosted two capacity building workshops with the Institute for Poverty, Land and Agrarian Studies (PLAAS) for journalists on how to report on land reform.

We also hosted a number of dialogues on urban land and hosted renowned Harvard Professor Toni L. Griffin in partnership with the U.S. Embassy and the African Centre for Cities. We have also undertaken dialogue work into inclusive housing with partners in the public and private sector.

The Foundation also launched the final report of the Mandela Initiative. The work of the Mandela Initiative spanned 2013–2018 with a think tank of prominent individuals and nine NRF Research Chairs. Twenty-three Action Dialogues were hosted with academics, government, civil society and the private sector. The final report, *Grappling with Poverty and Inequality*, contains recommendations emerging out of the Mandela Initiative's work over the six-year period and is based on research summaries by 40 contributors and additional recommendations from the national workshop and includes examples of innovative local models for dealing with the country's challenges.

Identity Politics

The Atlantic Fellows for Racial Equity (AFRE) closed its first year in February 2019, with our first cohort graduating and becoming senior fellows within the Atlantic Network. During the year, fellows were able to spend time in New York, Johannesburg, Montgomery and Selma (Alabama), Jackson (Mississippi) and Oakland (California). We worked closely with a number of partner institutions in both countries and deep connections were forged between fellows working on racial equity.

Applications for the next cohort were also received and over two hundred applications were received. The announcement of the next cohort will be made in June 2019.

A public Dialogue with AFRE was held on *Race and Technology*, with two AFRE fellows contributing to the event. The Foundation also partnered with MISTRA to launch their book *Whiteness, Afrikaans, Afrikaners: Post-Apartheid Legacies, Privileges and Burdens* which stemmed from previous dialogues held with the Foundation and other partners.



AFRE fellows working in community project, USA



Community Dialogues and screening of *This Land* documentary



Disability training workshop for ECD practitioners



AFRE fellows with widows of Marikana miners



Dr. Chandre Gould (Former TRC investigator) and Sylvia Graham (Former #FeesMustFall and Afrikaans Must Fall activist) at a round table discussion at the 20th anniversary of the handover of the Truth and Reconciliation Report



Community dialogue on land

Our work on Reckoning with the Past focused primarily on the release of the Rivonia Trial sound archive. The French Institute with the Nelson Mandela Foundation, NARSSA (National Archives and Records Service of South Africa), Wits History Workshop (University of the Witwatersrand) and INA (Institut national de l'audiovisuel), organised a series of events to discuss these archives from 20 to 27 September 2018 as part of the Nelson Mandela Centenary celebrations. These included an academic workshop on the trial as well as a public event.

The Foundation also held an event on the twentieth anniversary of the handing over of the Truth and Reconciliation Commission Report to President Mandela. Two screenings and focus groups on mining were held around the film *Dying for Gold*. The Foundation partnered with the Institute for Justice and Reconciliation in hosting a delegation from the Central African Republic on its peace making process. It was at a particularly high level with Presidential candidates and cabinet ministers who were part of the delegation. The Foundation partnered with the Graça Machel Trust to launch a book on Samora Machel.

Additional Dialogues

Supporting the Foundation's work in peace-building, democracy and human rights a number of other dialogues were held including supporting the Oslo Freedom Forum in Johannesburg. Speakers included Zimbabwean civil rights activist and #ThisFlag movement leader Evan Mawarire, Moroccan-born French free expression advocate and journalist Zineb El Rhazoui, Arab Spring writer and journalist Iyad el-Bagdadi, Chinese-Canadian actress and human rights activist Anastasia Lin, Angolan investigative journalist Rafael Marques de Morais, Eritrean information activist and refugee rescuer Meron Estefanos, Malawian girls' rights activist Memory Banda, Somali psychotherapist and anti-FGM activist Leyla Hussein, and Egyptian actor and LGBTQ rights activist Omar Sharif Jr., among others.

Two public events were held on the media along with Media Monitoring Africa. These focused on the media response to political changes as well as the new threats to the media across the world. The Foundation was also part of the BMW leadership conference held in Cape Town this year in partnership with LifeCo. Participants from across the globe met for a three day convening in looking for sustainable and cross-sector solutions to pressing problems.

The Foundation also hosted a roundtable titled Quo Vadis South Africa – How do we move forward, together? on some of the key issues within the country with the Hanns Seidel Foundation South Africa and the Institute for Security Studies and hosted two senior German police in an engagement with the South African Police Services leadership and the Civilian Secretariat for Police Service.

The Foundation was also part of an intervention team led by the South African Human Rights Commission to intervene in a dialogue to ease the crisis of protests in the public health care sector. Two dialogues were held in New York with members of the dialogue team who spent time with high school students in dialogue as well as with the Brooklyn Arts Center. We also associated with a number of events including an event with UN Women to celebrate Women's Day and were part of a civil society process led by the South African Council of Churches.

The team was also able to regularly contribute to both academic and public discourses. Team members were part of academic conferences in South Africa, Maputo, Stellenbosch, Chicago, Johannesburg and Accra and were able to publish in leading journals and newspapers.

Survey data from our events has been overwhelmingly positive with overall experience of events given as Above Average: 45% and Excellent: 43%.

ARCHIVE

Find the
Madiba
in you

Unlike most conventional archives, the Nelson Mandela 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 the focus has been on the Foundation's continuing digitisation project.

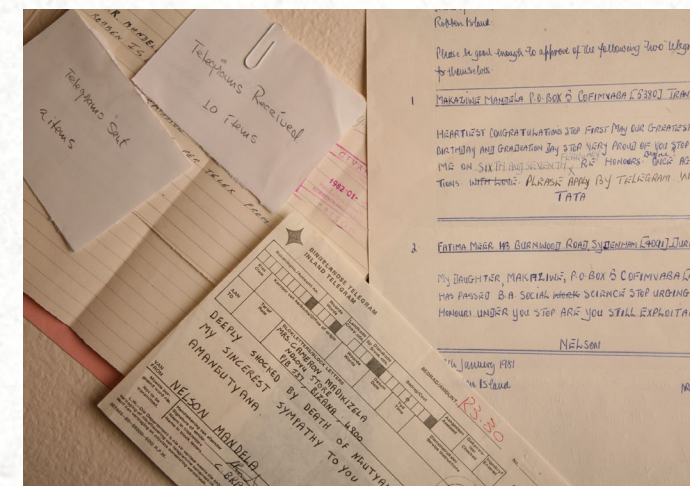
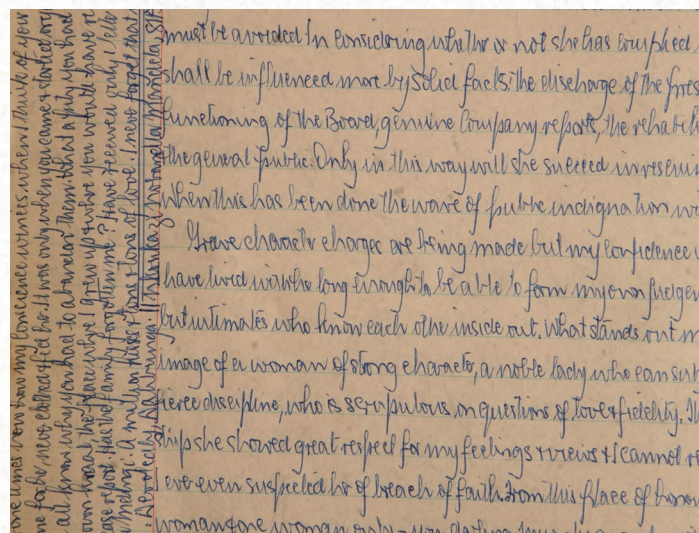
The integrated digital archival programme remains a key component of preserving the archive and providing access to it, and the following has been undertaken in the report period:

- Ongoing ingesting and cataloguing by our Junior Archivists
- The ongoing digitisation of our historical textual documents
- Much planning and preparation for the public release of the Foundation's Archival Description platform Access to Memory (AtoM) via <https://atom.nelsonmandela.org/>
- The development of a Digital Repository Workflow and Digital Preservation & Access procedural toolkit
- Migration of the Mandela Resources databases to the integrated archival platform AtoM
- Development of online contribution forms for contributing new material or submitting information about existing material within the Archive
- Development and release of the Service Charter and Notice & Takedown policies in preparation for the official public release of the online Archive.
- Reformatting of the Virtual Exhibition on the Google arts and culture platform as well as the development of the Unthreading Mandela digital exhibition
- Digitisation of the printed photographs collection which became the final project of archivist Lucia Raadschelders who passed away in November 2018
- Digital preservation training provided to the Archive team by the Wits-NRF Digitisation Initiative also resulting in the establishment of a South African community of practice
- Release of the mini-website <https://tpy.nelsonmandela.org/> featuring Joel Netshitenzhe and Tony Trew's research for the Foundation publication, Dare Not Linger. The Presidential Years website weaves together Mandela's words, his colleagues' insights and media accounts in a factual narrative connecting visitors with the original artefacts or their archival holdings

Most of the archival collections that were accessioned in the last report year have all been processed and catalogued. Advice was also given to the task team members of the Museum and Archive of the Constitution on the Hill (MARCH), the Legal Resources Centre and the Ahmed Kathrada Foundation on the setting up of archives, digitisation and record keeping policy.

Access to the archive is facilitated via the digital archival platform, by responding to emails and telephone requests by having researchers using the Foundation reading room.

Various film, theatre and documentary producers were assisted with research on their Mandela-related projects. The traffic of people requesting access was particularly high in the report year from various entities celebrating Nelson Mandela's centenary year.



Former President of Brazil, Michel Miguel Elias Temer Lulia visiting the Foundation



Dr Soboh, Yasser Arafat Foundation and H E Mr H H H Dajani, Palestinian Ambassador in the archive repository



From left to right: Lyad el Baghadadi (Palestinian writer) Leyla Hussein (Psychotherapist) and Zineb El Rhazoui (Moroccan-born French journalist) on an archive tour at the Nelson Mandela Foundation during their visit for the Oslo Freedom Forum dialogue

Historical Research

The Nelson Mandela Foundation continued to receive enquiries about Mandela from around the world. These included queries about archival sources, access to materials, accuracy checks and use of Mandela's intellectual property. The Foundation constitutes a one-stop-shop for all such enquiries, whatever their origin.

Research assistance and writing was provided for content for the Foundation website, Foundation staff, the family of Mrs Winnie Madikizela-Mandela after her passing, Anant Singh with fact-checking for his new mini-series based on the feature film *Long Walk to Freedom* and for the exhibition *Mandela My Life: The Official Exhibition* curated at the Melbourne Museum, Australia. Support was also provided to the History Channel for its documentary programme to mark the centenary of Mandela's birth as well as to journalist David O'Sullivan who is writing a book on the Rivonia Trial to be published by Pan Macmillan.

Research support was also provided to Ndileka Mandela in relation to the 50th anniversary of the death in a car accident of her father, Thembekile Mandela who was Nelson Mandela's eldest son. A memorial event is planned for July 2019 in Touws River.

Two new books were completed to mark the centenary of Nelson Mandela's birth.

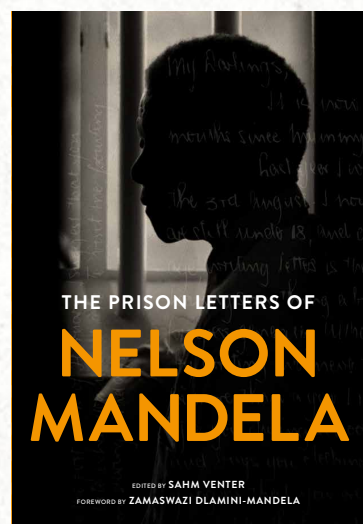
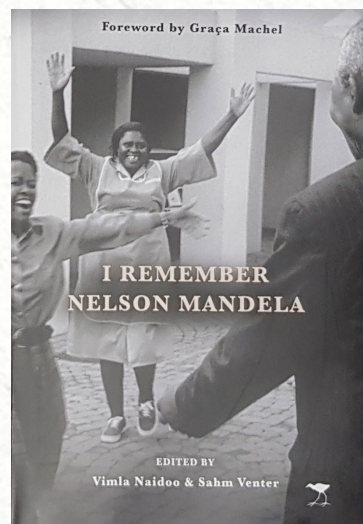
I Remember Nelson Mandela edited by Vimla Naidoo, the Personal Assistant to Mrs Graça Machel, and our Senior Researcher, Sahm Venter, was published by Jacana Media in May. It is a collection of memories of more than one hundred people who worked for Mandela and has a foreword by Mrs Machel.

Mrs Machel gave the keynote address at the official launch of the book at the Nelson Mandela Foundation in May 2018. The book was also launched at Exclusive Books in Hyde Park, at the Centre for the Book in Cape Town, at the Moses Mabhida Stadium in Durban, at the Lowveld Book Festival and at the South African Book Fair.

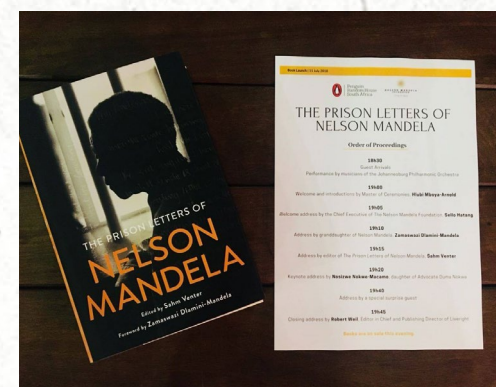
In July, *The Prison Letters of Nelson Mandela*, edited by Sahm Venter, with a foreword by Mandela's granddaughter, Zamaswazi Dlamini-Mandela, was launched at the Constitutional Court. The book contains a collection of letters written in prison by Mandela from 6 November 1962 until 11 February 1990. To date 13 editions have been published in 12 languages. The English language version published for the US was nominated in February 2019 for an NAACP Image Award in the category Outstanding Literary Work – Biography/Autobiography.

The book was also promoted in London, New York, Kansas City, Dallas, Los Angeles, Sao Paulo, Munich and at the Steve Biko Foundation in Ginsberg.

Work is advanced on the paperback version of the book called *Prison Letters*, containing almost 100 of the letters as well as six previously unpublished letters. It is scheduled to be published in July 2019.



Launch of I Remember Nelson Mandela



Launch of The Prison Letters of Nelson Mandela



RECORDS MANAGEMENT



For any organisation, sound records management policies and practices are of inestimable value especially in the case of the Nelson Mandela Foundation. Its current records and related information resources have the potential for becoming resources in the Centre of Memory. In the report period:

- The Foundation continued to oversee routine correspondence and support was provided for both paper-based and electronic backfiling
- An organisational policy & procedure register was implemented
- The Foundation's Records Management Policy was updated in collaboration with the newly formed Records Management Working Group
- A market analysis and tendering process was undertaken to determine the best Electronic Document Records Management (EDRMS) system for the organisation. Roll-out of an upgraded version of eDOCS will take place in 2019
- Clearance time on the Foundation's general electronic Mailbox was maintained at less than 24 hours

EXHIBITIONS

The Nelson Mandela Centre of Memory has been open to the public since 2013. It houses a permanent exhibition on the Life and Times of Nelson Mandela and provides space for temporary exhibitions that speak to past and current social issues.

Exhibitions are used as educational tools, to create awareness and to showcase the institution's collections. It is the principal avenue of learning. Memory institutions are increasingly creating interactive exhibits as a way to increase audience engagement. The Foundation has endeavoured to include interactivity through its permanent and temporary exhibitions.



Prof. Njabulo Ndebele walking through the Struggle T-Shirts exhibition



Shui-lyn White walking through the permanent exhibition

Visitor numbers were increased through marketing using platforms such as the Rand Show, the World Trade Market, the centenary year events, the website, social platforms and in the media. In the report period the number of visitors to the Foundation was 5 203 – this includes walk-ins, bookings and event tours.

Temporary exhibitions

The Journey is a collection comprising 16 paintings created by John Meyer. The paintings are not historically accurate depictions of specific events. They can be described as intellectual summaries which evolved in the artist's mind in response to his thoughts and research into the life of Nelson Mandela. These paintings are now part of the international travelling exhibition *Mandela My Life: The Official Exhibition*, and will be seen at various cities around the world for the next five years. A second version of the exhibition (prints on canvas) was created which was displayed at the Chairman's Dinner and subsequently at the end of the year at the Foundation's offices.

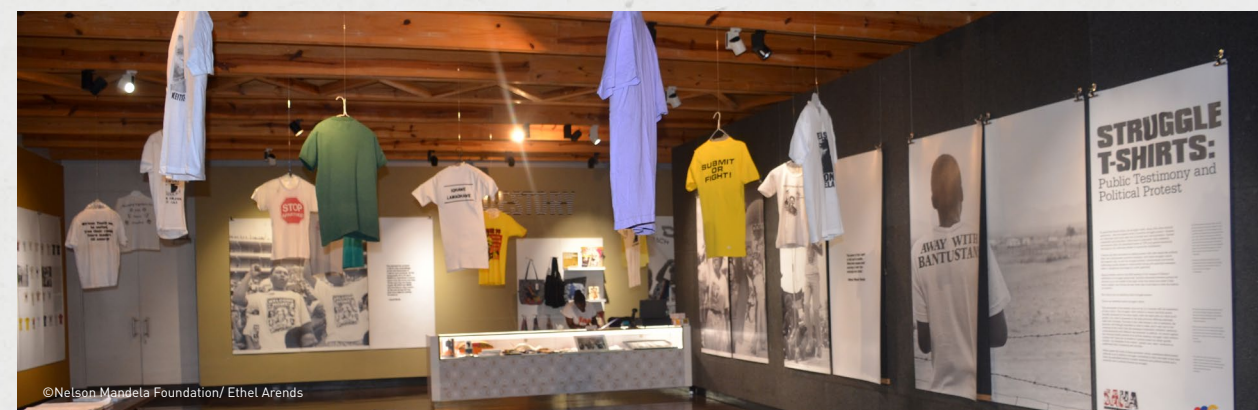
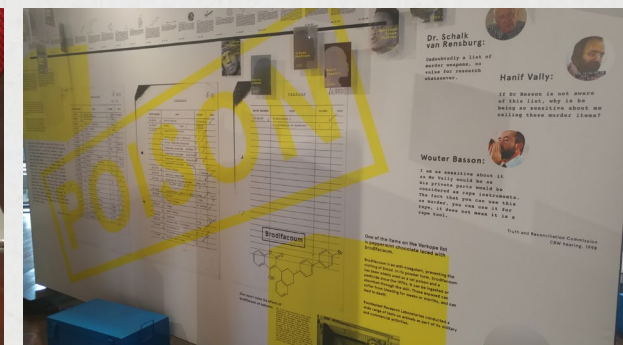
Memories of Mandela, an exhibition of 25 unique photographs taken by Keith Bernstein during the first two years of Nelson Mandela's presidency, travelled to Freedom Park where it was launched on 18 July 2018. It was on display until the end of November 2018.

Unthreading Mandela was launched on 5 December 2017 and was on display at the Foundation until 12 November 2018. The exhibition then travelled to Durban where it was exhibited at an ANC dinner from 8 to 14 January 2019.

Poisoned Pasts was part of the Nelson Mandela Foundation's display at the Rand Show from 30 March to 8 April 2018. It was viewed by close to 50 000 people before it moved to the Ditsong National Museum of Cultural History in Tshwane where it was launched on 12 December. It will remain there until June 2019.



MEC Panyaza Lesufi walking through the Struggle T-Shirt exhibition with Nelson Mandela Foundation Chief Executive Sello Hatang



©Nelson Mandela Foundation/ Ethel Arends

The mobile version of *The Life and Times of Nelson Mandela* travelled to the Msunduzi Museum in Pietermaritzburg where it was displayed from 1 July to 31 August 2018. The Foundation was invited to contribute an exhibition to the Oslo Freedom Forum which took place on 26 March 2018.

The Life and Times exhibition was installed and viewed by those attending the forum. A second mobile version of the exhibition was displayed at the Linder Auditorium on 18 August 2018 during the South African Music Performance Rights Association Foundation overseas scholarship event.

To Madiba with Love is on display at the Nelson Mandela Museum in Qunu.

It is estimated that about 50 000 people engaged with our various travelling exhibitions during the reporting year.

The Struggle T-shirts: Public Testimony and Political Protest exhibition was developed by the South African History Archive (SAHA) and hosted by the Nelson Mandela Foundation from 12 February to 13 March 2019. The exhibition consists of 25 panels and an array of struggle T-shirts. The aim of the exhibition was to highlight the role of such T-shirts in the anti-apartheid struggle. They were often described as walking posters as they communicated powerful messages infiltrating public spaces with their anti-apartheid slogans.



COMMUNICATIONS



The Foundation has used various communication platforms to amplify the messages of programmes such as Mandela Day, dialogue and memory work.

The organisation's public profile has grown over this reporting year, as it has taken a more active role in working to realise Mandela's ideal of a values-based society.

The Foundation used 2018 to celebrate the centenary of our Founder and to consolidate and extend the work started by Mandela in his young adulthood and continued throughout his life.

As part of the week-long remembrance period, on the fifth anniversary of Nelson Mandela's death the Foundation hosted a dialogue, titled, Mandela's Death – Who Planned For It?, at the Nelson Mandela Foundation which looked at the media's preparation and reaction to the official announcement made by former President Jacob Zuma on Mandela's death.

The panel comprised Gauteng spokesman Thabo Masebe, who was a senior official at the Government Communication and Information System (GCIS) at the time of Mandela's death; head of eNCA news anchor team Sally Burdett; British Broadcasting Corporation (BBC) Africa bureau chief Milton Nkosi; South African Broadcasting Corporation national radio current affairs editor Angie Kapelanianis and City Press editor-in-chief Mondli Makhanya. The evening's discussion was moderated by veteran journalist Tim Modise.

THE NELSON MANDELA FOUNDATION BRAND

The Nelson Mandela Foundation brand has always been linked to that of its Founder. The Foundation used the centenary to elevate its own voice. Looking ahead to beyond the centenary, the Foundation aims to amplify its work in realising the ideal of a values-based society that reflects on the dreams for which Nelson Mandela spent 27 years in prison.

The Foundation's communication efforts have included increasing its visibility, digitally and physically. Digital changes included content planning with the aim of engaging and connecting with the Foundation's global community.

Physical changes included changes to the signage to make the Nelson Mandela Centre of Memory location more visible and accessible to external stakeholders.

MEDIA ENGAGEMENT

As the Nelson Mandela 100 campaign was launched in December 2017 our media outputs consisted of two messages:

- We called upon people to *Find the Madiba* in themselves and to *Be The Legacy*
- We stressed the need for poverty and inequality and gender inequality to take centre stage

These messages echoed the 2018 Nelson Mandela Annual Lecture's theme: "*Renewing the Mandela Legacy and Promoting Active Citizenship in a Changing World*".

COMMUNICATIONS MILESTONES MARCH 2018 – FEBRUARY 2019:

- The 16th Nelson Mandela Annual Lecture was most prominently reported on in broadcast media.
- In the month of July there were 1 498 print articles and 2 552 online articles covering the work of the Foundation.
- Between 9:00 am on 16 July 2018 and 9:00 am on 18 July 2018, there were 98 139 online mentions; 21 890 of these were original mentions reaching a potential audience of 105 863 150 people. Also, 45 876 unique profiles made a total of 76 249 reshares, spreading the global mentions to an additional +1 billion (1 007 170 510) people.
- The 16th Nelson Mandela Annual Lecture placed in the global Twitter trends.
- The largest accounts to use these hashtags were BBC World, with 23 357 191 followers, and Al Jazeera English (4.8-million followers) and News24 (2.7 million followers).
- The 16th Nelson Mandela Annual Lecture was carried live on the YouTube and Facebook streams.
- There were 13 million views of the SABC's live stream; 816 000 views on the Facebook Live stream
- Vox pop videos (short video interviews with members of the audience) received more than 25 000 views on Twitter and 71 800 views on Facebook. The combined media clippings of these Nelson Mandela Foundation moments amount to over 9 000 across all media platforms.

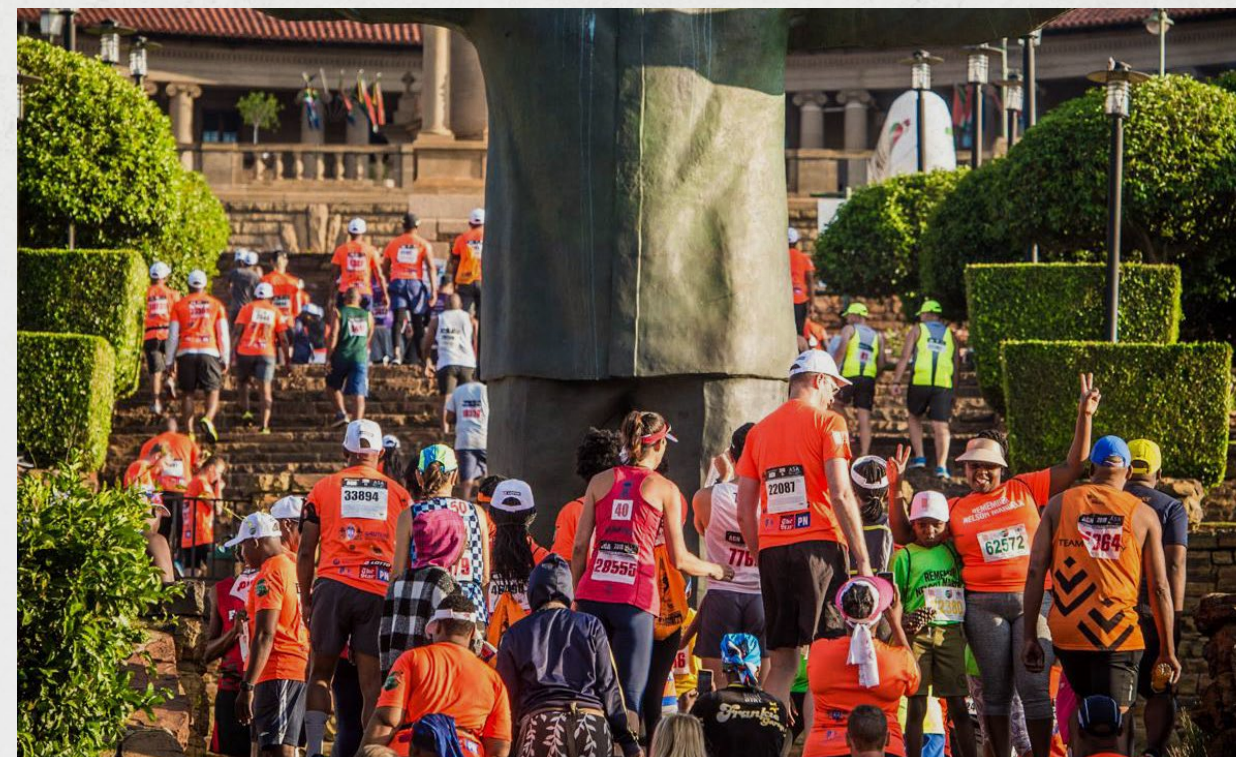
MARKETING AND EVENTS

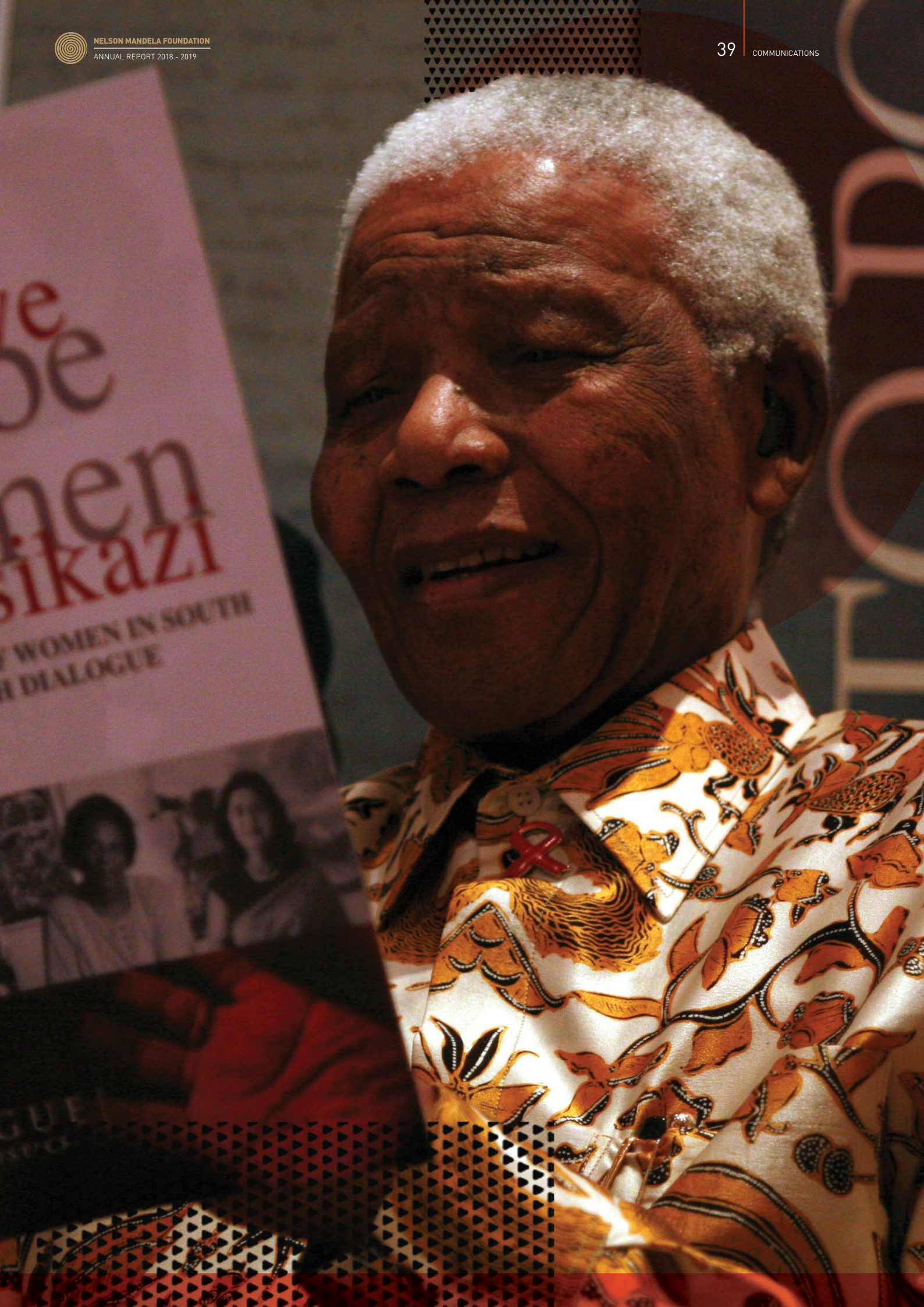
The Foundation's physical home is the Centre of Memory in Houghton. It is used as a venue for events and other gatherings convened by the Foundation and is also made available to other organisations for conferencing purposes. The latter is managed as an income generation service. During the centenary year the events co-ordination function was stretched to the limit by an array of events, both off-site and at the Centre of Memory. These are detailed elsewhere in the Report.

As the Foundation, we hosted events that continued to advance Madiba's legacy. In January 2018, 67 Blankets for Nelson Mandela Day celebrated its 4th birthday. This project has had a big impact, achieving Guinness World Book of Records mentions while capturing the attention of many South African and international celebrities as well as corporates such as KnitWits for Madiba in Australia, Belgium, Canada, Germany, Cyprus, London, the US and India.



Some of the most iconic events hosted by the Foundation in 2018 were the 16th Nelson Mandela Annual Lecture delivered by Former US President Mr Barack Obama, the Mandela Day events on 18 July 2018, Is'Thunzi Sabafazi addressed by Ms Oprah Winfrey in association with the Graça Machel Trust, Kuhluka and UN Women and Remembering Nelson Mandela, keynoted by Nigerian author, Chimamanda Ngozi Adichie. And leading up to the end of the year the Foundation, in partnership with the Gauteng Province and the City of Tshwane, hosted the 5th edition of the *Mandela Remembrance Walk & Run*. These events are detailed elsewhere in this annual report.





SOCIAL MEDIA CHANNEL GROWTH

Our social media channels have seen some solid engagement and growth in followers and viewers over the years. The majority of our platforms continue to grow year-on-year. The Google Plus platform dropped very slightly in 2018, mainly due to the fact that the platform as a whole was shut down on 2 April 2019 due to low interaction rate on the platform. The Nelson Mandela Public Figure page on Facebook has shed a number of followers, with the following factors at play:

- 1) While our Facebook audience continues to grow in South Africa, it dipped in the USA, especially amongst the younger generation who no longer see Facebook as a platform of choice.
- 2) The spread of 'Fake News'
- 3) Newer Facebook algorithms in terms of it promoting content from family and friends, rather than branded content.
- 4) Facebook's struggles with privacy issues (Cambridge Analytica leaks and other unintentional data leaks).

Facebook – Nelson Mandela Foundation
8% growth (217 033 followers – 235 031 followers)

Facebook – Nelson Mandela International Day
10% growth (7 371 followers – 8 122 followers)

Facebook – Nelson Mandela Public Figure
1.6% drop (8 056 594 followers – 7 925 400 followers)

Facebook – Nelson Mandela – North American Dialogue
2.4% growth (8 978 followers – 9 196 followers)

Google Plus – Nelson Mandela Foundation
0.7% drop (160 874 – 159 734)

Twitter – Nelson Mandela Foundation
0% growth (1 590 000 followers)

YouTube – Nelson Mandela Foundation
7.7% growth (1 680 343 – 1 810 082) number of channel views

Instagram – Nelson Mandela Foundation – New platform adopted on 28 February 2019 (10.2K followers)

SOCIAL MEDIA CONTENT

Our social media platforms have been used as a way of sharing Nelson Mandela's thoughts on various matters which arise in our society and the world as well as a host of other content including but not limited to:

- On This Day which references what Madiba did or said on a specific calendar day based on his personal diaries, calendars, notebooks, speeches, testimonies and more.
- Quotes – Nelson Mandela's words on various relevant social issues, ideals, philosophies, values and more.
- Driving the Mandela Day campaign on multiple platforms with the mantra, Make Every Day A Mandela Day.
- Promoting exhibitions as well as the Nelson Mandela Centre of Memory as a public facility.
- Promoting various resources on Madiba's legacy, website, mini-sites & mobile applications (apps).
- Promotion of dialogues, exhibition openings, Nelson Mandela Foundation-partnered events and Foundation institutional events.
- Marking significant international days, as these are often linked to the work of the Nelson Mandela Foundation.
- Communicating and promoting the various projects that the Foundation is involved in.
- Our social media channels drive traffic to our websites, which feature on the top 10 referral sites.

Annual Lecture



The 16th Nelson Mandela Annual Lecture

For the centenary Nelson Mandela Annual Lecture there were three primary objectives: to elevate the platform to a new level; to secure a speaker who would inspire audiences with a reflection on Mandela's legacy and its intersections with global challenges; and to make the Lecture an effective fundraising instrument.

The scale of the 16th Nelson Mandela Annual Lecture was unprecedented: 15 000 people at the Wanderers Stadium, the world's conventional and social media fully engaged, and two large subsidiary events (the Chairman's Dinner this year had more attendees than the Lecture itself last year). We worked closely with the Department of Basic Education to ensure that several hundred school learners were seated at the Wanderers and ensured that youth leaders were in attendance at the Chairman's Dinner.

The operational scale translated into a global reach which surpassed expectations. The Lecture trended both locally and internationally. It is estimated that we reached 1,2 billion people across all platforms.

President Barack Obama captured the imagination of audiences across the world. Robust public deliberation followed the Lecture, with the Foundation taking the following key lines of enquiry into its dialogue and advocacy work: the need for transformational strategies in combatting poverty and inequality; promoting active citizenship, especially amongst youth; reimagining democracy as a bottom-up process; holding philanthropy accountable; and reaching for an "inclusive capitalism". A dialogue on the latter theme was convened by the Foundation shortly after the Lecture.



MANDELA DAY



Nelson Mandela International Day underpins a campaign designed to build cultures of service, draw attention to communities in need, and advocate for the systemic changes required if human suffering is to be addressed effectively.

#ActionAgainstPoverty was the theme for the centenary edition of the Mandela Day campaign. The United Nations, South African embassies around the world and other international stakeholders provided the support needed to reach over 150 countries.

#ACTION AGAINST POVERTY

Close friends, family and colleagues of Nelson Mandela celebrated and recognised 100 Sparks of Hope on Mandela Day. The Sparks of Hope are individuals and organisations who work towards achieving peace, justice, healthcare and equality around the world. As part of the on-going centenary celebrations, The Elders honoured Madiba's life through a walk, followed by a dialogue, at Constitution Hill in central Joburg.

Under the theme #WalkTogether, representatives from various Sparks of Hope organisation all over the world walked side by side in honour of the late Struggle Icon. Kofi Annan embarked on a long walk around the Constitution Hill precinct, joined by Graça Machel, Ndileka Mandela, Zelda la Grange, Richard Branson, former foreign minister of Algeria and UN diplomat Lakhdar Brahimi, former president of Ireland Mary Robinson, former president Thabo Mbeki, IFP leader Mangosuthu Buthelezi and the former president of Liberia, Ellen Johnson Sirleaf.

The annual Trek4Mandela, which sees participants aiming to summit Africa's highest peak (Mount Kilimanjaro), celebrated its seventh anniversary during the year of Mandela's centenary.

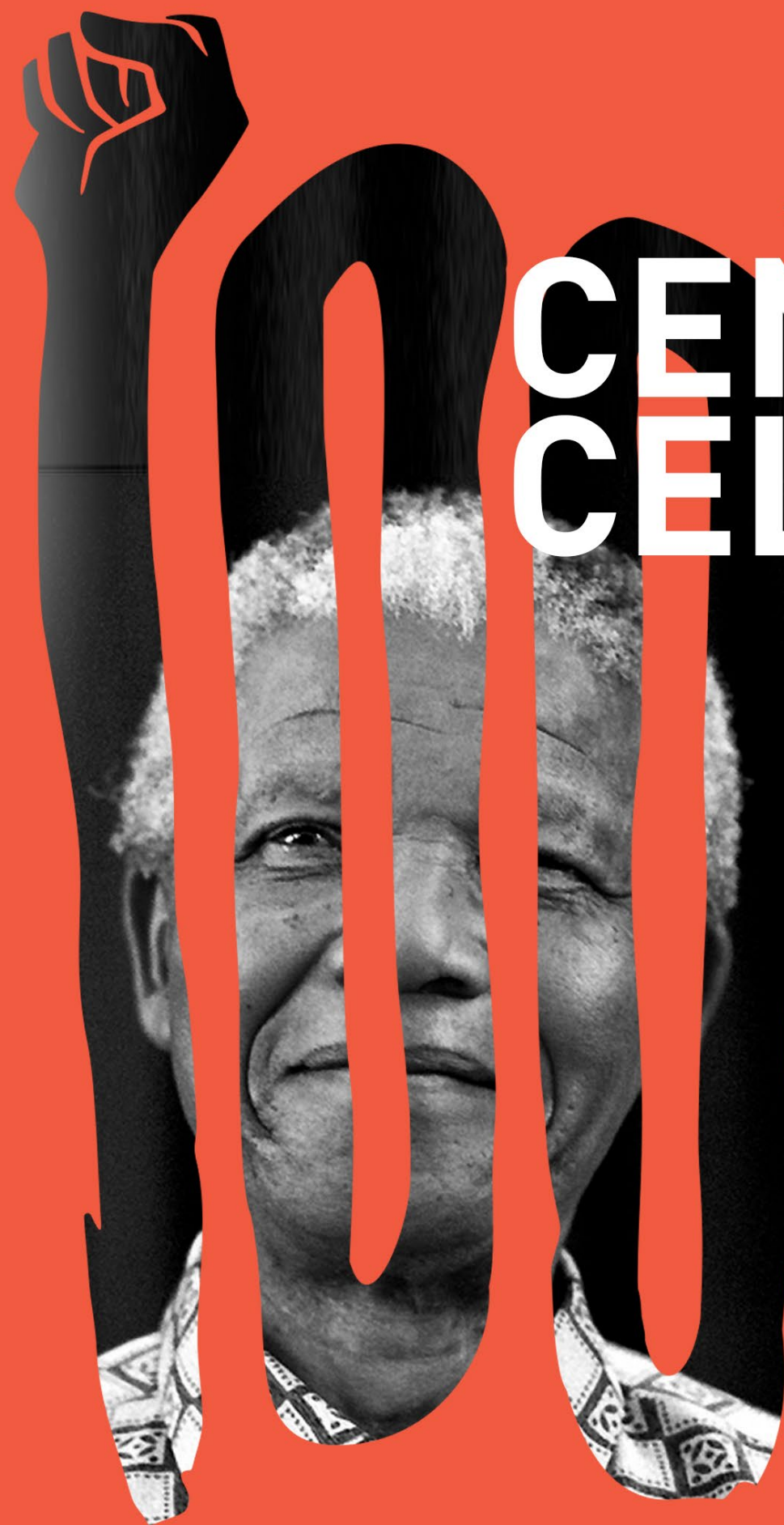


To mark the occasion, trek organisers established Trek100, offering 67 young girls from disadvantaged backgrounds the opportunity to climb the mountain. Founded by the Imbumba Foundation, which provides infrastructure to poverty-stricken areas, Trek4Mandela raises funds for Caring4Girls. This NGO aims to make sure no girls are forced to miss school because of a lack of access to sanitaryware. The climb is led by Sibusiso Vilane, the first African to reach the South Pole, the North Pole and Mount Kilimanjaro.

Within South Africa there were a myriad initiatives, some of which merged into Mandela centenary celebrations and are detailed elsewhere in this Report. Anchor partnerships for the Foundation were as follows:

- Habitat for Humanity built 100 homes in Gauteng, KwaZulu-Natal and the Western Cape for needy families in partnership with the Foundation and the Department of Human Settlements.
- Private sector support for food and garden programmes saw over 3 million children benefitting.
- The school library programme continued in 2018 with support from the Industrial Development Corporation and ABSA.
- Pick 'n Pay supported a feeding project for struggling university students.
- Norton Rose Fulbright funded the building of the Menzi Home for the Disabled.





CENTENARY CELEBRATIONS™

The man who inspired the world deserved a similarly inspired series of celebrations to honour his hundredth birthday.

From the arts to education, from sport to cinema, it has been humbling to see Mandela's life reflected, interpreted and saluted in different ways around the world.

The Nelson Mandela Foundation is proud to have presented a programme as remarkable for its diversity as for its content: together with our partners, we hosted a number of events that not only contribute to our understanding of Mandela as a human being rather than a global icon, but which also encouraged critical conversation around how the South Africa he worked hard to establish compares to the South Africa of today.

Education

"Popular politics, such as land distribution and nationalisation, are no longer relevant in South Africa." This was the position put to the school learners participating in the Nelson Mandela Debating Challenge 2018, an initiative hosted by Tshimong.

It's a complex statement indeed, and unravelling it meant that debaters on both sides had to think deeply about South Africa's current situation. Such critical analysis is the goal of Tshimong, which uses debate as a medium to probe and investigate social issues and, in so doing, contributes to youth empowerment.



The challenge was opened with an invitation to school debate teams to provide their insights to questions which took their cue from issues embedded in materials from the Foundation's archives, like "What is the unfinished business of Mandela's legacy?"

Responses were sent via WhatsApp (a platform which allowed would-be contestants to display their creativity), and Tshimong selected a winning team from each province, along with a tenth team.

Fifty learners made their way to Johannesburg for the final debate. Their arguments were developed after in-depth research that involved an intensive five-day immersion experience, which included visits to sites related to the Mandela legacy: the Apartheid Museum, Mandela's former home in Soweto's Vilikazi Street, and the Nelson Mandela Centre of Memory, for example.



Public Deliberation

The centenary programme featured numerous events providing space for dialogue and other forms of public deliberation.

A dialogue, hosted by the Foundation in conjunction with ProBono.Org, took as its starting point Mandela's life as a lawyer. It was a fascinating discussion, given that although Mandela was a revolutionary, he was also deeply committed to the law. Indeed, his former career came to have a significant bearing when he was called upon the draft the Constitution. Added to this, Mandela used the court room as an arena to fight for his people.

Featuring input from the likes of Albie Sachs, former judge of the Constitutional Court; Lwando Xaso, senior associate at ENS Africa; Michelle Oyadan, National Director of ProBono.Org; and Sahn Venter, senior researcher at the Foundation, the conversation framed the work of Mandela as a lawyer and freedom fighter in the context of the need for the profession to become more public-spirited.

The event further explored the role of pro bono work in this regard. The dialogue was one of several held with an eye to developing young lawyers in South Africa.

The Nelson Mandela Tribute, titled *Why We Remember*, hosted by the Foundation in partnership with the University of South Africa (Unisa) and headlined by Nigerian author Chimamanda Ngozi Adichie, was a highlight of the centenary programme.

Adichie is perhaps best known for her essay, *We should all be feminists*, and her perspective (particularly as an international figure) provided an interesting angle for those who carry Mandela's legacy forward as she discussed the role of memory and archive in preserving history, and how history itself contributes to our understanding of how society is shaped.

Attended by more than one thousand people, the conversation put that legacy under a microscope, focusing especially on how it lives on in a world where human rights often remain a beautiful theory rather than a lived reality.





Oprah Winfrey is another global icon who lent her voice to the celebrations, joining the Foundation, the Graça Machel Trust and the Kuhluka Trust to take part in Is'thunzi Sabafazi (The Dignity of Women: Building a Caring Society); a conversation dovetailing with 16 Days of Activism Against Gender-Based Violence.

Winfrey highlighted the important work of the organisations, while drawing attention to the horrifying statistics around gender violence in South Africa: an estimated 40% of women in South Africa will be raped, one in three children will be subjected to violence by a parent or a caregiver, and one in five will be sexually abused by the time they reach 18 years old.

Winfrey spoke alongside Graça and Josina Z Machel, Executive Director of United Nations Women Phumzile Mlambo-Ngcuka and Foundation Chairman Njabulo Ndebele, while broadcaster Redi Tlhabi facilitated the event, which was attended by more than 3 000 people.



Films, books and publications

The rich repertoire of books that delve into various aspects of Mandela's life was added to this year with the publication of *I Remember Nelson Mandela* and *Prison Letters of Nelson Mandela*.

The latter was also adapted for stage in a play directed by James Ngcobo and staged at the Market Theatre, as *Letters From Mandela*.

uMbatha, the Zulu MacBeth was another production forming part of the theatre's tribute to Mandela. The Welcome Msomi play was staged as part of celebrations to mark the anniversary of Mandela's arrest for his role in the Defiance Campaign.

Being Mandela, meanwhile, was created as a content hub to house the many films, series, documentaries, fashion shows, charity dinners, art exhibitions, mobile content, charity horse races and reality series that take Mandela's life as a central theme.

Some of the key productions that have come about through *Being Mandela* include July 18, where a hostage situation in a supermarket places a new lens over the country's current challenges. *Joko Ya Hao* is an exploration of what it means to forgive; a story told through the eyes of a woman who steps in to save the church which had turned its back on her when it is threatened by Apartheid.

Nomagugu, a KwaZulu-Natal singer, volunteers his experience of Mandela as a source of inspiration in the documentary, *Singing For Madiba*, while another musical project, *Bring Him Home*, was hosted at the Johannesburg jazz club, The Orbit, and looked at the influence and impact of music as a weapon in the struggle against Apartheid.

The production also shed a spotlight on South African jazz legend Hugh Masekela.

Among the other tributes to Mandela are a documentary about dynamic young South Africans, titled *100 Young Leaders* – people who will, hopefully, go on to bring as much light and hope to our country as Mandela did. Winnie's Words, a platform that celebrated the contribution of women musicians and artists, was released in time for Women's Day (9 August 2018). This emotive concert also highlighted the work of Winnie Madikizela-Mandela. *Mi Mandela* featured British actor Idris Alba's recollections of his portrayal of Madiba in the film *Long Walk to Freedom*, while the film star also paid homage to the former president through music. *The Island* is a television special about Mandela's time as a prisoner on Robben Island. Music is, again, key here, and is a major theme as the programme recalls critical moments during Mandela's time of incarceration.

Then there is *Rolihlahla*, a documentary where music is once more the channel through which an aspect of Mandela's life is explored. The focus of the documentary is his upbringing in Thembuland.

The brain child of Leo Phirir of Blanket Entertainment, *Being Mandela* is intended as a two-year initiative that will contribute to the Foundation's objective of establishing an endowment, thus ensuring its ongoing work. A number of stakeholders have been brought together through this initiative, ranging from broadcasters to venues, cellular providers and South African celebrities. The final result is content which holds a mirror to Mandela from a plethora of different angles, allowing us to see him in a variety of contexts and thereby allowing his publics to deepen their understanding of him.

Art and exhibitions

Activist, freedom fighter, philanthropist, leader: Mandela had many faces, and each of them fascinated and intrigued the world in equal measure.

Nelson Mandela: My Life is another opportunity to glimpse inside the life of Mandela, the human being. Hosted in Melbourne, the exhibition featured a series of 16 paintings by South African commissioned by Richmark Holdings CEO Andrew Dunn and executed by artist John Meyer, augmented by rare film, sound and artefacts. Co-created by the Foundation, this exhibition is available for international travel over the next five years.



Mandela My Life Exhibition-Melbourne Museum



Mandela My Life Exhibition-Melbourne Museum



John Meyer's Paintings at the Nelson Mandela Foundation

Mandela's journey was also the subject of an exhibition hosted by Africa's Travel Indaba. An annual highlight of the travel industry's calendar, Africa's Travel Indaba attracts thousands of delegates from around the world. In 2018, these delegates were invited not only to share stories inspired by Mandela's life, but also to visit landmarks around the country which were pivotal in his life.

These included the Nelson Mandela Capture Site in KwaZulu-Natal, Parliament, and Mandela House in Soweto, his former abode. South African Tourism amplified the experience by identifying 100 'Mandela experiences'; sites and places that bore some significance to Madiba. These were listed on an app; a facility which made it possible for visitors to plan their itineraries and share their thoughts online.

For more detail on Foundation exhibitions in the centenary year, see the Exhibition section of this report.



Music

One of the world's best loved memories of Mandela was of the man performing the 'Mandela shuffle' – and, indeed, he had great faith in the power of music to move people. *The Bassline Fest* was therefore a fitting inclusion not only in the centenary programme, but also as a part of Johannesburg's Africa Day festivities. But this was no mere showcase of talent. By uniting the continent's greatest musicians on stage, and its music lovers in the audience, the festival issued a call for participants to take a stand against xenophobia and work instead for cohesion. In this way, it remained true to its theme: Tracing Mandela's Joburg Footprints.

Cohesion was also the goal of the musicians – from countries as diverse as the Netherlands, Germany, the United States, Germany, Austria and Belgium – who took part in Music is a great Investment (MIAGI); a tour which effectively translated Mandela's vision of harmony and unity into an aural reality. Festivities were held as far afield as Portugal, where the Nelson Mandela Music Tribute was hosted in Porto. The event came about through a collaboration between the Foundation, the Embassy of South Africa, the Municipality of Matosinhos/Porto and Thirty-three Productions, and featured globally acclaimed acts like the Soweto Gospel Choir, Wyclef Jean and Youssou N'dour. Although the three-day concert was ostensibly a fundraiser, raising monies for local Portuguese charities along with the Foundation, it had a profound message at heart, calling for all who participated to make every day a Mandela Day.

No discussion of Mandela's centenary celebrations would be complete without mention of the *Global Citizen Festival*; undoubtedly one of the most exciting events to have been hosted in South Africa. In December 2018, the South African chapter of this global concert took place at Johannesburg's FNB Stadium, and featured performances from the likes of Beyoncé, Ed Sheeran, Pharrell Williams, Chris Martin, D'banj, Jay-Z, Cassper Nyovest, Eddie Vedder, Sho Madjozi, Usher, Wizkid, Femi Kuti and Tiwa Savage, while celebrity hosts included Trevor Noah, Sir Bob Geldof and Naomi Campbell. The festival is organised annually by the Global Poverty Project, an initiative which is striving to bring extreme poverty to an end by 2030.



Nelson Mandela Music Tribute



Music is a great Investment (MIAGI) tour



NBA stars Dikembe Mutombo and Bismak Biyombo, both born in the Democratic Republic of Congo, at the United States's National Basketball Association (NBA) Africa Innovation Summit, hosted by the Nelson Mandela Foundation

The Global Citizen Festival made a major contribution in this regard: through various activations linked to the festival, the Global Poverty Project successfully raised R98 million. President Cyril Ramaphosa made his own donation to this cause, bringing the total to R100 million.

Sport

Throughout his life, Mandela enjoyed a close association with sport. He maintained that sport held enormous power as a unifier, which is why a number of sporting codes were included as part of the celebrations programme.

One of the most noteworthy events in this sphere was the NBA Africa Game 2018, which was hosted in Pretoria. As part of this, America's National Basketball Association announced that players would take part in a full week of activities, all selected with an eye to embracing and amplifying the Mandela legacy.

These activities included the 16th edition of Basketball Without Borders Africa, a youth leadership programme hosted by the National Basketball Players Association, a Habitat for Humanity service project, and a training camp for teams taking part in the first Junior NBA World Championship.

The NBA Innovation Summit was a significant highlight of the players' time in South Africa. The Summit served as a catalyst for conversations around how sport can serve as a source of inspiration, especially for young people who struggle to find something to believe in.



A number of runs and marathons were held to commemorate Mandela's life. For instance, Rundela27 was a 27km race through Johannesburg – a kilometre for every year Madiba spent imprisoned on Robben Island. On the other side of the country, the Manaye Hall in Imbali (where Mandela gave his last speech before being captured near Howick, was the starting point of the uMgungundlovu Mandela Marathon.

The Kaya Legacy Walk/Run, held in Sandton, was met with equal enthusiasm.

This race presented a 6.7km course but, more than a physical challenge, race organisers hoped to encourage participants to engage with Madiba's message by installing billboards (emblazoned with Madiba's values: service and care; peace; democracy; harmony and unity; freedom and dignity; and social justice and fairness) along the way.

Kaya FM, in conjunction with Foundation, was also a force behind the President's Afropolitan Invitational Golf Day. Hosted at Steyn City, the event was attended by Brian Baloyi, Winston Skosana, Judge Willie Seriti and Bantu Holomisa, among other executives and dignitaries.

Cyclists celebrated Mandela in their own way. Firstly, the Quest-4-Mandela MTB Tribute Race ended at the capture site in Howick, from a departure point in Lion's River.

The Nelson Mandela Legacy RIDE4HOPE was another saddle-bound challenge; a 554km, four-day ride that traversed Gauteng and KwaZulu-Natal, with riders stopping along the way to take part in various community upliftment project. In this way, the ride made sure that Mandela's values are still making a difference. Added to this, all proceeds from the event went to the Foundation.



Archbishop Desmond Tutu at the launch of the Mandela Rose

Mementos

The Foundation commemorated the centenary with the release of a rose named for the global icon. Why a rose? Because, as Gauteng Premier David Makhura commented at the launch of the rose in February, "roses are about love."

Since Mandela's goal was for a South Africa rooted in democracy, good governance, the battle against racism and poverty, and public service, Makhura added that public service is "about love of the South African nation." The rose was developed by renowned garden specialist Keith Kirsten, and is orange-vermilion in colour and disease resistant. Kirsten said that he had strived for a bloom which reflected the vibrancy, stature and love that characterised the former president.

The SA Mint released its own tribute to Mandela, in the form of a new range of coins, each of which is a special signifier of a specific time in Mandela's life.

Even those who do not collect coins were able to take home a little piece of the SA Mint's homage to Madiba, in the form of the new R5 circulation coin. Featuring a bi-metallic design, the coin was launched into circulation in July, Madiba's birthday month. New banknotes were also introduced, with Mandela's image emblazoned on the back, along with scenes from his life.

Appealing to the nation

Given the broad scope of the centenary celebrations, it was inevitable that they would touch on the life of almost every South African. But, for those who were not engaged through art, sport or education, the Kindest Cut called upon South Africans to find their inner Madiba by having #AShoveToRemember; "honouring an icon through his iconic haircut". Launched with an evocative commercial, featuring South Africans of all backgrounds echoing Madiba's stirring and inspirational words, the initiative was co-created with Phillips South Africa.





GOVERNANCE AND SUPPORT SERVICES

The organisation's heads of department report to the Foundation's Chief Executive, who in turn reports to the Board of Trustees. (The Board's role, members and sub-committees are detailed in the next section of the Report.) Heads of department are supported and advised by the Foundation's Senior Management team (on which they serve and which meets weekly). Weekly departmental meetings promote monitoring and coordination. And monthly staff forums ensure continuing organizational dialogue across structure and level.

The Foundation's strategic direction has been determined by its five-year (2013-2018) strategic plan. During 2018 a review of performance against the plan was undertaken and the groundwork laid for implementation of a new (2019-2022) strategic plan. The latter is outlined in the Chief Executive's Review elsewhere in this Report. A concomitant sustainability plan was in development at the end of the report period.

Considerable archive and intellectual property assistance was given to executors and legal teams involved in the management of the Founder's estate. Routine intellectual property management was stretched to the limits of capacity by the demands of the centenary year.

The property management function ensures high maintenance and development standards for the Foundation's Centre of Memory. During the report year the access control system was upgraded, occupational safety instruments were reviewed, and the property's external branding revamped.

The Foundation owns the 13th Avenue former home (1992-1998) of its Founder in Houghton. Between 1999 and 2002 this property was used as the physical home of the Foundation. Plans are far advanced to refurbish it and transform it into a self-sustaining multi-purpose public facility. A sod-turning ceremony was hosted at the property on 18 July 2018.



During the report year:

- Institutional policies were reviewed
- Risk management instruments were upgraded
- Job grading was undertaken for all Foundation posts
- Staff were taken through two gender-awareness workshops and provided with several team-building opportunities

In addition to staff, the Foundation made use of consultants, the Praxis (IT support service provider) on-site resource person, and a number of interns and volunteers. One of the latter was provided by Australia Volunteers International



BOARD OF TRUSTEES



PROFESSOR NJABULO NDEBELE (Chairman)

Professor Njabulo Ndebele is Chairman of the Nelson Mandela Foundation, and the Mandela Rhodes Foundation. He holds an MA from Cambridge University and a PhD in Creative Writing from the University of Denver.

His leadership in South African higher education has seen him serve as deputy vice-chancellor at the University of the Western Cape, vice-chancellor of the University of the North (now Limpopo) and two terms as vice-chancellor of the University of Cape Town. He is currently Chancellor of the University of Johannesburg. He also served as chair of the South African Universities' Vice-Chancellors Association; president of the Association of African Universities; and founding chair of the Southern African Regional Universities' Association.

He chaired three South African government commissions on broadcasting, the teaching of history in schools, and the use of African languages as medium of instruction in South African universities. He has received honorary doctorates from universities in South Africa, the United States, Japan, Europe and the United Kingdom. An award-winning author, he has published fiction and essays to critical acclaim.



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.

She was a 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.

Ms Bikitsha is a Fulbright Hubert Humphrey Fellow, and she spent 10 months at the Walter Cronkite School of Journalism in the US (2012 to 2013) in fulfilment of this fellowship. She holds an MA in Journalism and Media studies from the University of the Witwatersrand and has recently obtained her MSc degree in African Studies from the University of Oxford.

She 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.



PROFESSOR CAROLYN HAMILTON

Trained as an historian, Professor 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 preindustrial 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 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.

The Board of Trustees of the Nelson Mandela Foundation provides ethical and effective leadership to the institution, through high standards of values embedded in the legacy of our Founder.

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

They are accountable to a wide range of stakeholders and are ultimately responsible for the implementation of the strategic objectives of the institution. The Board consists of nine independent, non-executive members who meet quarterly



MAYA MAKANJEE

Ms Makanjee obtained a Master's degree in Business Leadership (MBL) through the University of South Africa, graduating cum laude, and a Bachelor of Commerce degree from the University of KwaZulu-Natal in Durban. She was educated in Durban, before spending four years at the University of Mumbai to complete a Bachelor of Fine Arts degree in Dance.

She is the Chair of the Remuneration Committee at the Nelson Mandela Foundation and is also an independent non-executive director and currently serves on the boards of Tiger Brands, Mpact, AIG, Truworths International, Datatec, NOSA and FEM Education Foundation.

She has gained extensive experience in Southern African Development Community countries, as well as in some Asian markets. She has held executive director positions in financial services, human resources, marketing communications, corporate affairs, strategy and business reengineering.

Her executive roles included that of Chief Officer, Corporate Affairs at Vodacom, CEO of FinMark Trust, Corporate Affairs Director for Africa and Asia at SABMiller, Communication, Public Affairs and Human Resources Director for Southern and Eastern Africa at Nestle, and Deputy Group Executive for Strategic Planning at Telkom, among others.



SELLO MOLOKO

Sello Moloko is co-founder and Executive Chairman of Thesele Group and has a wealth of business experience gained over more than 25 years in financial services (investment management and employee benefits). He holds a BSc Honours degree and a Postgraduate Certificate in Education from the University of Leicester and the AMP from the Wharton School.

Mr Moloko holds positions as the Chair of the Investment Committee at the Nelson Mandela Foundation and independent non-executive chairman of both Sibanye-Stillwater Limited and General Reinsurance Africa.

He also serves on the Boards of Prudential Investment Managers, DG Capital, Telkom and Stor-Age REIT Limited. Mr Moloko has previously served on the Boards of several listed companies, including Alexander Forbes Group Holdings Limited (as non-executive chairman), Gold Fields Limited, Makalani Holdings Limited, Acucap Properties Limited and Sycom Property Fund.

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

He is a Trustee of the University of Cape Town Foundation. He was the national president of the Association of Black Securities and Investment Professionals (ABSIP) from 2005 to 2007. In 2003, ABSIP presented him with the Financial Services Pioneer Award in recognition of his achievements in the field of investment management.



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 Police Station in central Johannesburg, he was sentenced to an effective 10 years' imprisonment in 1977, which he served on Robben Island.

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 as NUM General Secretary and was involved in the establishment of the Mineworkers Investment Company, Mineworkers Development Agency and the J.B. Marks Education Fund, 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. He now heads the Kgalema Motlanthe Foundation, which was established when he left government.



FUTHI MTOBA

A former chair and partner of the Board of Deloitte Southern Africa, Ms Mtoba holds CA (SA) and DCom (Honoris Causa) qualifications. She is a 2017 Harvard University Advanced Leadership Initiative Fellow.

She currently serves as the Chair of the Audit and Risk Committee at the Nelson Mandela Foundation, Chair of Council at the University of Pretoria, chair of the WDB Trust and non-executive director of South 32 Limited, Discovery Holdings and Discovery Bank.

Ms Mtoba is also the past president – and first woman president – of the Association for the Advancement of Black Accountants of Southern Africa (ABASA), a body dedicated to nurturing emerging black accountants. She is the past president of Business Unity South Africa (BUSA) – the first and currently only woman to hold the role.

She is the founder of Teach South Africa, and her previous leadership positions include positions on the Board of the Allan Gray Orbis Foundation, United Nations Global Compact, the IMF Advisory Group of SSA, WEF Global Advisory Council and the B20 Financing Growth & Infrastructure Task Force, B20 Transparency Task Team. She is currently a member of the 2018 B20 Argentina Financing Growth & Infrastructure Task Force.

Her awards include the 2004 Businesswoman of the Year – Nedbank and Business Women's Association, the 2005 OWIT (Organisation of Women in International Trade – US) International Woman of the Year, and a 2008 Tuks alumni Laureate Award. She is the 2018 Africa Economy Builder Awards' Most Outstanding Leadership Women of the Year winner.



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 serves as the Chair of the Resource Mobilisation Committee at the Nelson Mandela Foundation and is also 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.



DR MAMPHELA RAMPHELE

Dr Mamphela Ramphele has had a celebrated career as an activist, medical doctor, academic, businesswoman, global public servant and political thinker. Following the Soweto Uprising in 1976, she was detained without trial, released after five months and soon afterwards was served with an apartheid banning order.

She studied medicine at the then University of Natal, has a BCom 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 UCT, then one of four MDs of the World Bank, based in Washington, DC. Dr Ramphele is the author of several books and publications on socio-economic issues in South Africa. She has received numerous national and international awards acknowledging her scholarship and leading role in spearheading projects for marginalised people in South Africa and elsewhere.

BOARD OF TRUSTEES SUB-COMITTEES

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee is a properly constituted committee appointed by the Board of Trustees to assist the Board in discharging its duties relating to the safeguarding of assets, the operation of adequate systems, control processes and the preparation of accurate financial reporting and statements in compliance with all applicable legal requirements and accounting standards.

The Audit and Risk Committee assists the Board of Trustees in the fulfilment of its responsibilities by having an objective and independent oversight role. The Audit and Risk Committee provides a forum for discussing business and other related risks and internal control issues, for developing relevant recommendations for consideration by the Board.

The Audit and Risk Committee is comprised of four members who meet quarterly. All the members of the Audit and Risk Committee possess the appropriate and requisite skills, background and experience. The members of the Audit and Risk Committee are: Mrs Futhi Mtoba (Chair), Mr Sello Moloko, Mr Shlalo Jordan and Ms Maya Mankanjee.

INVESTMENT COMMITTEE

The Investment Committee is a properly constituted committee appointed by the Board of Trustees to assist the Board to administer the investments of the Nelson Mandela Foundation funds surplus to immediate requirements according to the Investment Committee's mandate and charter. Through the Board of Trustees, the Chief Executive is authorised to invest funds surplus to immediate requirements as may be directed by the Investment Committee.

This committee meets four times a year. The members of the Investment Committee are: Mr Sello Moloko (Chairman), Ms Yolanda Cuba, Ms Muitheri Wahome, Mr Malungelo Zilimbola and Ms Marilyn Rampling.

REMUNERATION COMMITTEE

The Remuneration Committee is a properly constituted committee appointed by the Board of Trustees to assist with administering the remuneration of all Nelson Mandela Foundation employees and consultants. The committee is comprised of three members, one of whom is the Chairman of the Board of Trustees.

The mandate of the Remuneration Committee is to review and recommend the remuneration of all Nelson Mandela Foundation employees, interns and fixed-term consultants to the Board of Trustees and to determine the parameters of the Benefit Programme for Employees.

This committee meets at least once a year. The members of the Remuneration Committee are: Ms Maya Mankanjee (Chair), Prof Njabulo Ndebele and Mr Sello Moloko.

RESOURCE MOBILISATION COMMITTEE

The Resource Mobilisation Committee concentrates on fundraising. Management of the Foundation supports the committee in the development and implementation of strategies and activities to ensure that the Foundation reaches its set programmatic and sustainability targets over the long term. This committee meets on a quarterly basis.

The members of the Resource Mobilisation Committee are: Mr Tokyo Sexwale (Chairman), Ms Maya Mankanjee, Mr Ronny Ntuli, Mr Gavin Verejes and Mr Gary Harlow.

DIALOGUE AND ADVOCACY COMMITTEE

The Nelson Mandela Foundation Dialogue and Advocacy Programme continues to focus on three areas: identity politics, reckoning the past and strategies to end poverty and inequality and will prioritise research-based policy advocacy and campaigning using dialogue as a tool.

The responsibilities of the committee are:

- To ensure that the mandate of the Board of Trustees is discharged.
- To review annual plans and budgets.
- To provide the Foundation with high level strategic direction in dialogue and advocacy work.
- To support fundraising efforts.

The members of the committee are: Nikiwe Bikitsha, Carolyn Hamilton, Mbongiseni Buthelezi and Nomzamo Zondo.

BOARD OF TRUSTEES SUB-COMMITTEES



OUR STAFF



ANN-YOUNG MAHARAJ
Exhibitions Coordinator



BUYISILE SISHUBA
PA to Chief Executive



CLIVE MALULEKA
Mandela Day Coordinator



ETHEL ARENDS
Records Management Coordinator



FIKILE GAMA
Marketing and events Coordinator



FLORENCE GARISHE
Receptionist



GIVEN TUCKS
Procurement and Finance Officer



HEATHER HENRIQUES
Manager: IP and Governance



JOE DITABO
Facilities Supervisor



KEALEBOGA MOKOMANE
Communications Officer



KERILENG NETSHISHIVHE
Financial Manager



KHALIL GOGA
Senior Dialogue Analyst



KOLOFELO MONYELA
Human Resource Administrator



LEE DAVIES
Communication Systems Coordinator



LERATO TSHABALALA
Junior Archivist



LESEGO MAFORA
Nelson Mandela 100: Project Manager



LIMPHO MONYAMANE
Director: Finance and Support Services



LUCIA RAADSCHELDERS
Archivist



LUNGA NENE
Media Analyst



LUZUKO KOTI
Director: Communications and Outreach



MAELINE ENGELBRECHT
Nelson Mandela 100: Fundraising Coordinator



MORONGOA THOBAKGALE
AFRE Coordinator



NAMILE MCHUNU
Accountant



NOREEN WAHOME
Nelson Mandela 100: Administrator



PATRONELLA NQABA
Researcher: Atlantic Fellows for Racial Equality



RAZIA SALEH
Senior Archivist



SAHM VENTER
Senior Researcher



SELLO HATANG
Chief Executive



SOPHIA MOLELEKOA
Junior Archivist



SUMAYA HENDRICKS
Analyst



SYLVIA GRAHAM
Dialogue Coordinator



VERNE HARRIS
Director: Archive and Dialogue



YASE GODLO
Manager: Mandela Day and Outreach



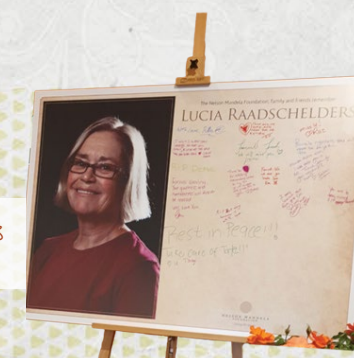
ZANDILE MYEKA
Junior Archivist



ZANELE RIBA
Archivist

We thank our volunteers and interns for invaluable support.

In Memoriam Lucia Raadschelders
1954 - 2018





FINANCIALS



The Nelson Mandela Foundation Trust

(Registration number IT 9259/99)

Annual Financial Statements for the year ended 28 February 2019

Statement of Financial Position as at 28 February 2019

	2019 R	2018 R
Assets		
Non-Current Assets		
Investment property	6,150,000	6,150,000
Property, plant and equipment	18,708,372	20,766,636
Intangible assets	3,522,838	3,259,948
Other financial assets	295,120,930	272,660,741
	323,502,140	302,837,325
Current Assets		
Inventories	1,555,000	1,480,000
Trade and other receivables	9,108,205	10,911,666
Cash and cash equivalents	64,809,753	68,355,957
	75,472,958	80,747,623
Total Assets	398,975,098	383,584,948
Equity and Liabilities		
Contribution	1,000	1,000
Reserves	125,131,745	116,639,066
Accumulated Surplus	249,033,224	230,966,498
	374,165,969	347,606,564
Liabilities		
Non-Current Liabilities		
Finance lease obligation	19,550	240,695
Deferred income	7,768,140	8,365,689
	7,787,690	8,606,384
Current Liabilities		
Current tax payable	1,953,154	1,638,235
Finance lease obligation	223,256	201,833
Trade and other payables	2,577,654	12,501,543
Deferred income	12,267,375	13,030,389
	17,021,439	27,372,000
Total Liabilities	24,809,129	35,978,384
Total Equity and Liabilities	398,975,098	383,584,948

The Nelson Mandela Foundation Trust

[Registration number IT 9259/99]

Annual Financial Statements for the year ended 28 February 2019

Statement of Profit or Loss and Other Comprehensive Income

	2019 R	2018 R
Designated income	38,701,907	22,658,328
Donations	45,205,674	25,833,708
Royalty income	13,385,250	10,041,329
Sales	616,221	-
Total revenue	97,909,052	58,533,365
Other income	52,350	-
Cost of sales	(322,424)	-
Operating and project expenses	(97,360,885)	(58,326,639)
Operating Surplus	278,093	206,726
Investment revenue	19,697,894	17,094,065
Fair value adjustments	75,000	1,475,000
Finance costs	(31,107)	(48,428)
Surplus before taxation	20,019,880	18,727,363
Taxation	(1,953,154)	(1,638,235)
Surplus after taxation	18,066,726	17,089,128

Other comprehensive income:

Items that may be reclassified to profit or loss:

Changes in fair value of financial instrument	8,495,679	5,711,306
Other comprehensive income for the year net of taxation	8,495,679	5,711,306
Total comprehensive income for the year	26,562,405	22,800,434

The Nelson Mandela Foundation Trust

[Registration number IT 9259/99]

Annual Financial Statements for the year ended 28 February 2019

Statement of Changes in Equity

	Contribution R	Fair value adjustment - financial instruments through FVOCI R	Accumulated surplus R	Total equity R
Balance at 01 March 2017	1,000	110,927,760	213,877,370	324,806,130
Profit for the year	-	-	17,089,128	17,089,128
Other comprehensive income	-	5,711,306	-	5,711,306
Total comprehensive income for the year	-	5,711,306	17,089,128	22,800,434
Balance at 01 March 2018	1,000	116,636,066	230,966,498	347,603,564
Profit for the year	-	-	18,066,726	18,066,726
Other comprehensive income	-	8,495,679	-	8,495,679
Total comprehensive income for the year	-	8,495,679	18,066,726	26,562,405
Balance at 28 February 2019	1,000	125,131,745	249,033,224	374,165,969

The Nelson Mandela Foundation Trust

[Registration number IT 9259/99]

Annual Financial Statements for the year ended 28 February 2019

Statement of Cashflows

	2019 R	2018 R
Cash flows from operating activities		
Cash receipts from customers	96,105,591	49,265,404
Cash paid to suppliers and employees	(99,621,739)	(43,458,430)
Cash used in operations	(3,516,148)	5,806,974
Interest income	-	-
Dividends received	-	-
Tax paid	(1,638,235)	(632,925)
Net cash from operating activities	(5,154,383)	5,174,049
Cash flows from investing activities		
Purchase of property, plant and equipment	(675,202)	(709,300)
Purchase of other intangible assets	(721,604)	(965,578)
Proceeds on sale of property, plant and equipment	52,285	16,099
Interest income	3,183,540	3,080,192
Net cash from investing activities	1,839,019	1,421,413
Cash flows from financing activities		
Finance lease payments	(230,829)	(232,560)
Total cash movement for the year	(3,546,194)	6,362,902
Cash at the beginning of the year	68,355,957	61,993,055
Total cash at end of the year	64,809,763	68,355,957



DONORS

Absa Group Limited
Adcock Ingram
Africa Master Blockchain Company
Air Traffic Navigation Services - ATNS
Airbnb
Airports Company South Africa - ACSA
Altron
Aspen Pharmacare
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Atlantic Philanthropies
Ayanda CM
BBEC Roundtable
Carol Nolte
Charities Aid Foundation
Coca-Cola Company

Community of Jesus - Lay Missionaries
Compass Group
Cristina Rosado
Discovery Limited
Direct Marketing Association of South Africa - DMASA
Ebony & Ivory
Econorisk
Edcon Limited
Etude Avocat & Notaire
Euromoney Trading
Ford Foundation
GE Media
Grace Chaane
Hanns Siedel Foundation
High Commission of Canada
Industrial Development Corporation of South Africa - IDC
Jochen Lansky
Kaya FM
Knowledge Integration Dynamics
Laerskool Jan van Riebeeck
Lebone II College
Liberty Consortium
M Mbulaheni
Matseke Family
Merrilyn Lynch
Miss Portugal
Motsepe Foundation
National Basketball Association
Open Society Foundations
PepsiCo
PT Investment
Q & SS Abdool Karim
RCS Cards
Ruffcut Studios
S Mokwena
Sanlam
Satjiv Chahil
SET Secondments
SG Menell Trust
Sol Kerzner
Southern Falcon
T Lala
The Victor Daitz Foundation
Thebe Investment Corporation
Thesele Group
Top Media
Tour d'Afrique
Tradeport Distribution Africa
Trinity House Little Falls
Turning Tricks Entertainment

Turning Tricks Entertainment
UK Online Giving Foundation
Universal Production
Valerie Vermeulen
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Vodacom Group Limited
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Youth Presidents' Organisation - YPO

IN-KIND DONORS

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Ndalo Media
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Ornico
PHD - Wayne Bishop
Servesit
SABC
Sesli Textiles
South African Airways - SAA
SSG Holdings
Viacom
Videovision Entertainment

The Foundation welcomes and creates opportunities for people at all levels to make a difference through the honouring of our late founder, his vision and his legacy.



SUPPORT



THE WORK OF THE NELSON MANDELA FOUNDATION

Within our agreed Code of Conduct, we ensure that the ethos, name and reputation of our founder are protected.

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 late Mandela in advocating for equality and cohesion through memory and dialogue.

There are wide-ranging opportunities for engagement available. 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.

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

NELSON MANDELA LEGACY CHAMPIONS

Nelson Mandela Legacy Champions give at the highest levels to secure the late Mandela's humanitarian legacy, making a substantial financial and symbolic commitment to the values of social justice and democracy.

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

Opportunities include:

- An investment of R10 million 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, the Motsepe Foundation, Mr Tokyo Sexwale, Mr David Rockefeller and Ms Peggy Dulany. The Indian government, Vodacom, ACSA, ABSA and the Bill and Melinda Gates Foundation have also joined this illustrious group.

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

NELSON MANDELA LEGACY PARTNERS:

Nelson Mandela Legacy Champions give at the highest levels to secure the late Mandela's humanitarian legacy, making a substantial financial and symbolic commitment to the values of social justice and democracy.

Nelson Mandela Legacy Partners commit at any level from R1 million, bringing much-needed support in preserving and furthering Madiba's legacy.

Legacy Partners make an investment of R1 million to R9.9 million 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 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 on 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	<input type="checkbox"/> YES <input type="checkbox"/> NO
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

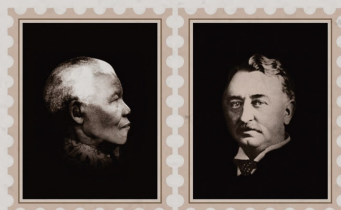
On behalf of our late Founder, Mandela, we extend our warmest thanks and appreciation for your support of his vision and the importance of memory and dialogue for social justice.



NELSON MANDELA
FOUNDATION

Living the legacy

Nelson Mandela Sister Organisations



THE MANDELA RHODES
FOUNDATION



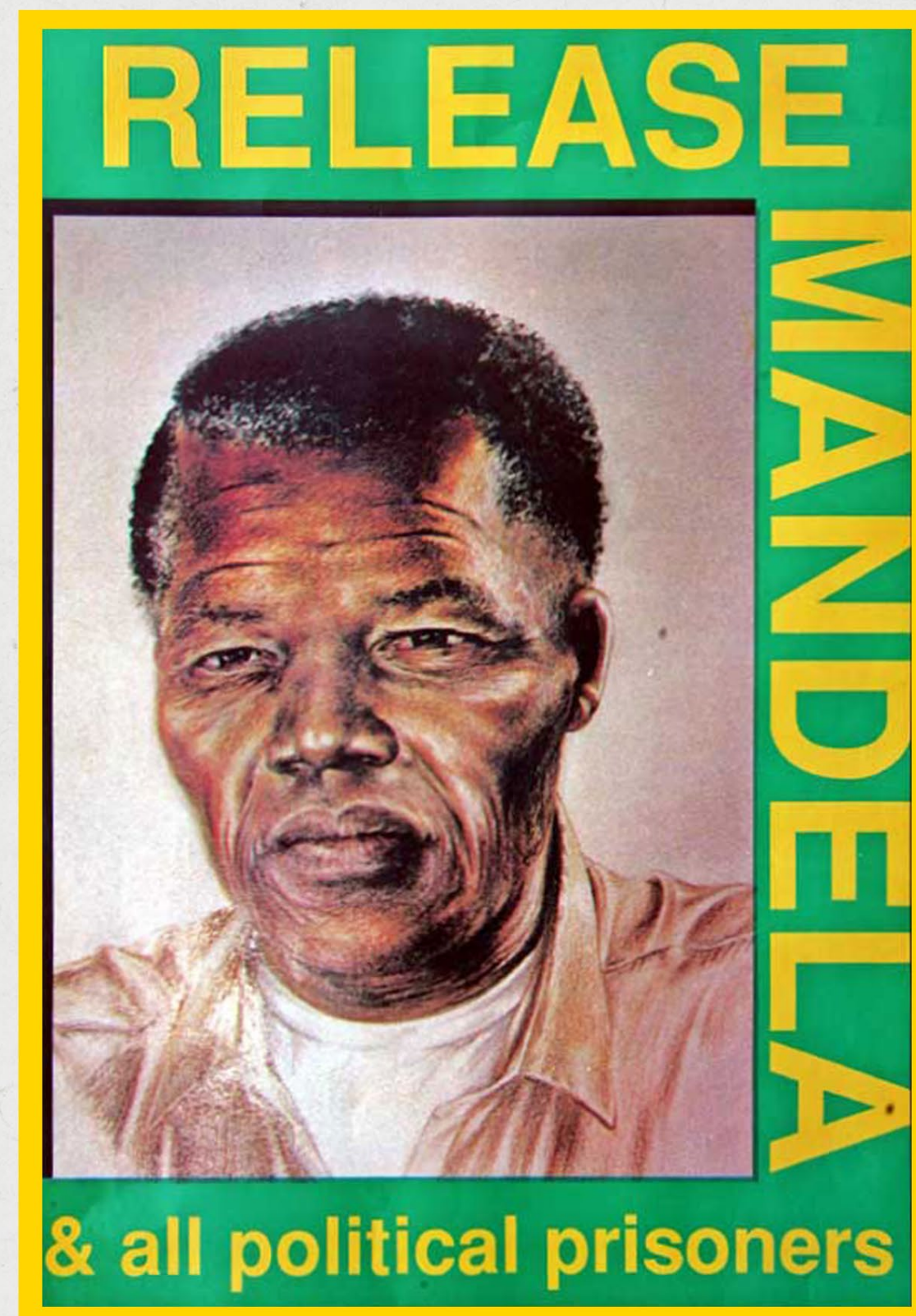
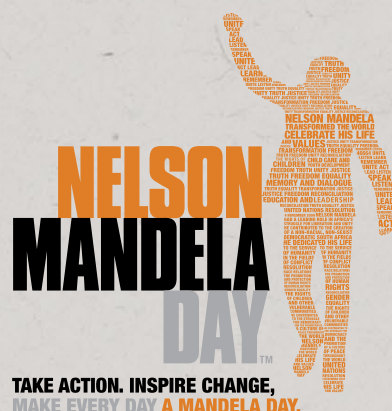
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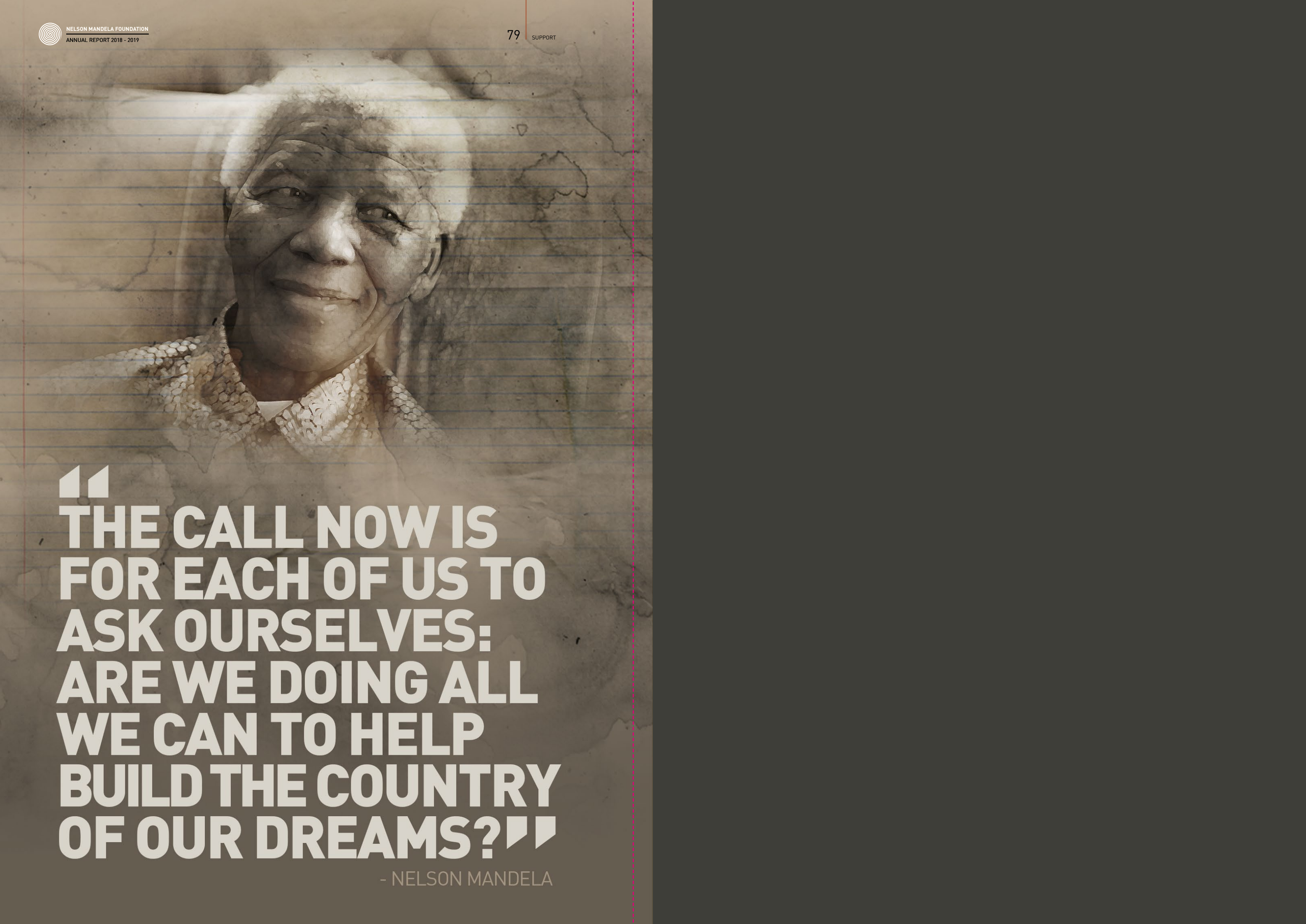


NELSON MANDELA
Institute for
EDUCATION AND
RURAL DEVELOPMENT



Nelson Mandela Release Poster (1989)

Historical poster depicting Nelson Mandela based on visual descriptions by his visitors while imprisoned.



“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