The Nelson Mandela Foundation, a registered trust, is a human rights-oriented non-profit organisation. The Foundation delivers to the world an integrated and dynamic information resource on the life and times of Nelson Mandela, and promotes the search for sustainable solutions to critical social problems through memory-based dialogue interventions and tangible activations to realise the legacy of Madiba.
When I came out I stressed the question of reconciliation and peace which is important. I mean you gain nothing by conflict and tension. It is better to preach peace.
The Nelson Mandela Foundation was established in 1999 when Nelson Mandela stepped down as the president of South Africa. It aims to help build a society that remembers its past, listens to all its voices and pursues social justice.

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

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

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

**SLOGAN**
Living the legacy

**THE SPIRAL**
The spiral, which in many ancient societies symbolised constant renewal, simultaneously represents the centering of memory, disseminating of information and widening impact of the Foundation’s work in the world.
ORE INSTITUTIONAL VALUES

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.

TRANSPARENCY
We are committed to continuing self-renewal. We welcome creativity.

We believe in freedom of information. We strive to share information resources as widely as possible. We respect legitimate restrictions on access.
The basic human rights for all our citizens have to be protected and guaranteed, to ensure the genuine liberty of every individual.
The Nelson Mandela Foundation promotes the legacy of its Founder by contributing to building democracy and achieving social justice.

The year 2017 and the first two months of the new year have been momentous ones for South Africa. Many factors have had a profound impact on the state of the nation. These include: an all-consuming contestation for the leadership of the governing party; the change of leadership at the level of Head of State from President Jacob Zuma to President Cyril Ramaphosa; the land issue moving decisively to the centre of public discourse; the country’s economy being reduced to junk status; growing political violence, notably in KwaZulu-Natal, Mpumalanga and the North West provinces; ongoing industrial action; violent public protests in communities across the country; and a seeming growth in racial polarisation in the body politic.

As the post-Zuma era begins, the country finds itself in a worrying political, social and economic malaise. The continued deep lines of economic and racial inequality have foregrounded polarities and – as we saw during the student protests of 2015 to 2016 – heightened the belief that the compromises of the transition period and the 1990s as a whole did not serve the interests of the poor black majority and instead maintained the status quo crafted by the apartheid system.

Public deliberation has become highly charged, raising the key questions: what really unites South Africans today; what divides them? And, what would it take to raise the quality of public discourse in answering such questions?

The ultimate question of the end of February 2018 is unavoidable: how sustainable is the optimism that has emerged in the wake of Cyril Ramaphosa’s ascent to the Office of President? Where is that optimism located, both locally and globally? What are the links between this optimism and that which prevailed when Nelson Mandela was at the helm? Indeed, why are these questions so critical?

More and more it seems as if ‘leveling the playing field’ across the spectrum of human endeavour requires much more radical measures, as drastic in their effects as the historically documented expropriation of land from “black” people by “white” people to the latter’s overwhelming benefit.

Something as drastic, without being necessarily similar, appears to be a required pursuit. In this regard, the issue of “black tax” (in which many black people who make visible progress economically and socially are slowed down by a burden of the past against which they personally work to reverse structural disadvantage that was created at the level of the state) is central.

The beneficiaries of “free education” may not necessarily escape such historical burdens. Could the nature of the issues I am raising be the product of a historically and structurally disempowering political environment?

Then, could it mean that politics itself needs to be rescued from the trap of history? The politics of “against” has yet to become a politics of “for” with a concomitant sense of optimism. Indeed, the political context within which to hold, address, and resolve these complex, yet still formative issues has become less certain and unsure of itself. This leads to an overriding sense of unhinging.

It is difficult to see a return to a more or less stable political space. That stability has been replaced by new energies that may require, precisely, a new political space. What that space will or could be is perhaps the greatest question of the day.

For the Nelson Mandela Foundation it is critical that we wrestle with this question and understand how best we can contribute to finding that new space. What is clear is that the challenge is not to do more, but rather to do differently.

Here, the Einsteinian dictum kicks in: problems cannot be solved at the level at which they were created. Then what exactly could be the new conceptual level for fresh solutions? From the Nelson Mandela Foundation’s point of view what could be the political space, or framing, for the quest for social justice, freedom and constitutional democracy?

How could such a space be created as a framing vision for a newer national order and overarching mandate? These are the questions which exercise our minds as we enter the year of our Founder’s centenary.

Of course, at one level, the Foundation’s role in these contexts is clear. We have a mandate, in our Deed of Trust and in our Mission Statement, to use memory, dialogue and advocacy work to enable the imagining of ways to do differently, harness energy in support of such endeavour, and hold accountable the institutions of democracy.

Our role is not to deliver services. It is to make service an arena of pride, efficiency, imagination and passion.

This is the space, we believe, in which a new political framing will emerge. And this is the space in which the shared identities and the collective narratives Madiba dreamed of will flourish.

At many levels and in different spheres, this was the role assumed by the Foundation through a turbulent and challenging 2017. I am grateful to my fellow Trustees and to our dedicated staff for pursuing a course with both focus and resilience.

South Africans have to find a collective steadiness as they could live through what could be a cluttered centenary year. Amidst the celebration and memorialisation it will be imperative that the citizens keep their eyes particularly on the goal of transforming the South African constitution in a contested environment in the face of a national election in 2019 torn from a dream, or a control, into a lived reality for all who live in this land.

- NJABULO S. NDEBELE
At a strategic level the report year 2017-2018 saw the Nelson Mandela Foundation focused on three priorities:

• Having an impact in a rapidly changing South African reality,
• Positioning the Foundation to meet all the objectives of its five-year (2013 to 2018) strategic plan
• Ensuring a successful start to the year marking the centenary of Nelson Mandela’s birth

Endeavours in support of these objectives unfolded within the dramatic contexts of the ending of the Zuma era and the beginning of something new. Through 2017 we were constrained to take public positions in relation to the shortcomings of the Zuma presidency and on broader failures of leadership in our country. In the end, a voice from the Foundation needed to be clear and unambiguous. We called openly on President Jacob Zuma to step down and encouraged the governing party to use the means available to it to replace him.

We welcomed President Cyril Ramaphosa’s inauguration. It proposed both possibility and promise. Cleaning up what has been hastily and feebly left behind will, of course, be of paramount immediacy.

We must remain vigilant and open to the responsibilities of the “new dawn”. But in the longer term what is required is the fundamental transformation of our society which the Constitution is predicated on.

In the past five years the Foundation’s work has been progressively shaped around the transformation imperative.

In the report year we redefined our overarching purpose in these terms: our activist role, and redefined in a formal position paper the dialogue and advocacy space which we occupy.

This social justice framing informed the work we undertook in areas identified as of critical importance by our Board of Trustees, namely, poverty and inequality, racism, and reckoning with oppressive pasts. Highlights of our work in this regard are detailed below.

We are on track to meet the objectives of our 2013 to 2018 strategic plan. Online delivery of Nelson Mandela archive in our custody and completion of our endowment drive constitute the plan’s primary unfinished business.

In 2017 we did a formal review of progress against the plan and initiated preliminary work on the next longer term planning instrument for the organisation. An enormous amount of energy has been dedicated to the campaign to mark the centenary of our founder’s birth.

A dedicated project team within the Foundation has established a robust platform linked to a growing global network to ensure that the campaign objectives are realised.

These remain:
• To demonstrate the relevance of Nelson Mandela’s legacy five years after his passing
• To foreground the work of the Foundation in the memory-dialogue nexus
• To secure the sustainability of the Foundation by completing the endowment project started by Mr Mandela in 2007

HIGHLIGHTS

Considerable time and energy were absorbed by the contingencies of a particular moment in South Africa’s history and in the legacy work of the Foundation.

Nonetheless, routine daily work was implemented strongly and consistently, while in several areas we were able to raise the bar significantly.

Highlights of the period include:
• We demonstrated our capacity to deliver difficult “safe space” dialogues in both local and international contexts.
• We were co-convenors of a process which contributed to charting ways forward in relation to the crisis which exploded on our university campuses. Together with Columbia University we successfully launched the Atlantic Fellowship for Racial Equity, which aims to identify and empower new strategies for combating structural and other forms of racism.
• The three-year research-focused Mandela Initiative on Poverty and Inequality concluded with a substantial report identifying potential game-changing interventions for use in continuing dialogue and advocacy processes.
• The 15th Nelson Mandela Annual Lecture, addressed by Amina Mohamed in Cape Town, was successful in centering gender in relation to a range of critical issues both locally and globally.
• The eighth annual Nelson Mandela International Day was again a great success. We are looking to connect it more directly to the work we are doing on poverty and inequality of the same time as expanding its reach during the Nelson Mandela centenary year.

OUR SOCIAL MEDIA PLATFORMS, with over 10-million followers, continued to give the Foundation a leading (top three South African civil-society organisation) online presence.

Our digital archive platform (a unique integrated solution for the preservation and accessibility of digital objects in our collections) has grown significantly and we are on track to make much of its content available online in 2018. It was recognised as a hub of excellence by the National Archives of South Africa.

Our Research and Archive teams worked with author Mandla Langa on the book Dare Not Leave: The Presidential Years, which has sold well internationally since its release in October 2017. Two other books are almost ready for publication.

In December 2017 we launched the exhibition Unraveling Mandela, which will be the exhibition centerpiece at our Foundation through the centenary.

GOVERNANCE AND SUPPORT

Our strategic plan requires us to secure the Foundation as a site of excellence in governance. In the report period organisational development was prioritised:

• We worked closely with the Ford Foundation to identify critical institution-strengthening priorities for the next five years, and became one of Ford’s BUILD partners for the period 2017-2022
• We developed a brief for an independent review of organisational structure and salary scales
• A comprehensive upgrade of our safety and security systems was initiated
• A range of new policy and planning instruments were adopted, including an integrated communications strategy
• A risk monitoring instrument was put in place and implemented
• A review of our intellectual property function was far advanced

GRATITUDE

I wish to thank our donors, partners and other stakeholders for support beyond the call of duty. Our Board has continued to keep me on my toes. Our Chairman, Professor Njabulo Ndebele, provides me with a compass and a ballast which are of immeasurable value. Our staff members keep me honest, make me proud, and impress me with their resilience when the going gets tough. I am grateful.

- SELLO HATANG
OVERVIEW

The outstanding target relates to the online delivery of digitised content which will be rolled out in the second half of 2018. Significant work was done in developing a new overarching purpose statement for the organisation and in providing more robust instruments for conceptualising and implementing dialogue and advocacy programmes. The team grew both in size and in strategically determined competencies, and a strong emphasis was placed on training and development. As the centenary of Nelson Mandela’s birth approached, workloads increased dramatically and the team had been further stretched by the long-term absence of the IP manager and the absorption of a large part of her work by the division.

GENDER

In response to many calls about the need to prioritise and centre gender in our dialogue programme, we have undertaken to mainstream gender into all our dialogue work. As part of this mainstreaming process, United Nations Deputy Secretary-General Amina J Mohammed delivered the 15th Nelson Mandela Annual Lecture (NMAL).

Mohammed spoke passionately about the ramifications of continued gender inequality during the delivery of a speech titled Centering gender: reducing inequality through inclusion. Mohammed’s important speech will shape the Foundation’s thinking for years to come.

Mohammed was also part of a dialogue and panel discussion held the day after the NMAL in Khayelitsha on gender with young women members of Soul City’s Rise Club. Mohammed, along with Anne Githuku-Shongwe, Naledi Chirwa, Graca Machel and Trudi Makhaya engaged with the young women through a facilitated discussion.

In preparing for the NMAL, a roundtable discussion was held on the structural dimensions of gender inequality in South Africa in October. Jane Dangor, Dr Mtubu-Nyathi Nolazi, Anne Githuku-Shongwe, Tamaro Broom and Prof Pumla Dineo Gqola made key inputs.

POVERTY & INEQUALITY

A highlight of our work on poverty and inequality was the final gathering of the Mandela Initiative (MI), held in Cape Town in February 2018. While the main aim of the gathering was to report on work taking place across the country as part of the MI “think tank”, it involved government, academia and civil society in the hope of also contributing to reinvigorating the debate about speeding up the pace of change in the country.

The gathering anchored the MI's work within the current South African political and economic context; shared recommendations from the MI work streams, and engaged critically with the potential impact of the recommendations on eliminating structural poverty and inequality.

The NMF will take up the MI’s work in 2018 onward, using the research, creating dialogue and advocating across sectors. The NMF has brought additional analytic and planning capacity on board to drive this project forward. As part of public dialogue work in poverty and inequality, the NMF hosted two public dialogues: Mandela's Economic Legacy and Sufficiency: What We Require for a Dignified Life For Mandela's Economic Legacy. We welcomed former finance minister, Trevor Manuel, journalist Pippa Green, economist Abayonga Cawe and author Mandla Langa.

For the sufficiency dialogue we partnered with the Studies in Poverty and Inequality Institute (SPII), asking “What is a decent standard of living?” and “What would be required to allow people to realise their constitutional right to living a life of dignity?”. Speakers at the event were Leigh-Ann Nadoo (Wits University), Isobele Frye (SPII), Faeza Meyer (Housing Assembly) and Jobu Mabaza (Business Leadership South Africa Organisation).

Our work on land and traditional leadership continued through a partnership with Agri-SA by looking for sustainable, transformative and scalable agricultural projects unfolding across the country.

Key projects were identified and a database of projects was created. Agri-SA and partners offered support to two projects going forward.

IDENTITY POLITICS

Our work on dismantling anti-black racism was able to more significantly through the launch of the Atlantic Fellowship for Racial Equity (AFRE), a non-residential, year-long programme that will support a total of 350 fellows over its 10-year lifespan.

The programme brings together organisers, artists, advocates and other change agents working to build a more just and equitable world by confronting and dismantling anti-black racism. It gives these leaders the time, space and connection to others in the field to encourage brainstorming and inspire forward-looking planning and new ideas to deepen their work, and better position them to drive powerful and transformative change.

In January 2018 we welcomed our first cohort comprising 18 US and 11 South African fellows. The inaugural cohort of fellows are: Obenewa Ampomah, Asanda Benyo, Devon Carbado, Doro Cooper, Marisa Franco, Alicia Garza, Dallas Goldtooth, Mary Hooks, Christopher Johns, Brinc Kamaani, Kelly-Eve Koopman, Taliia Lewis, Rukia Lumumba, Nobuhlanika Malanga, Joel Modiri,
IDENTITY POLITICS CONTINUED

Neo Muyangwa, Marion Peterson, Christopher Petelka, Rashmee Rhoat, Alberts Retona, Rashid Robinson, Fabiana Rodriguez, Siyabonga Shange, Holiday Simmons, Michael Smith, Themba Soudabaranji, Sarah Summers, Richard Wallace and Shiha Yeri.

Fellowships spent a week at a retreat in New York City in January 2018, followed by a field tour of the US South, travelling to the historic cities of Selma and Montgomery.

The group will of a future date spend a week in South Africa and participate in key learning sessions with other partners.

A number of closed roundtables were held in planning, and the project will focus particularly on themes of land, education, systems of wealth accumulation and institutional cultures.

Key appointments were made including the recruitment of AFRE-SA Director, Dr Victoria Collins-Bulkeley.

The NMF also remained a part of the anti-racism network of South Africa (ARNSA) as it launched campaigns across the country.

NMF CE Sello Hatang, as a member of the Gauteng Social Cohesion Champions, has been a party to efforts to manage processes in hotspots across the province.

On 20 April 2017, the Nelson Mandela Foundation and the Australian High Commission had the pleasure of hosting Australian film and documentary director Rachel Perkins as part of her tour across the African continent.

She was joined in conversation by two young filmmakers and developers of the viral YouTube series Coloured Mentality, Kelly-Eve Koopman and Sarah Summers. Thirty filmakers, directors, actors, academics and activists joined the dialogue reflecting on how issues of race and identity are explored through film and media.

RECKONING WITH THE PAST

As key projects from the Mandela Dialogues 2 began taking shape, our international dialogue programme continued to drive our work in reckoning with the past.

The Mandela Dialogues inspired a series of Canadian Nelson Mandela Dialogues hosted by Native Counselling Services of Alberta and the Enact Cree Nation, supported by the NMF and the Global Leadership Academy (Germany), and in partnership with the Edmonton Public Library.

The NMF was able to send an analyst to the event to provide support to the process.

In January 2018, a focus group was hosted with the Harvard Centre for African Studies, with the aim of shaping a programme to better understand the dynamics of pre-colonial Southern Africa.

This followed a dialogue held in June 2017 with Harvard’s, Professor Henry Louis “Skip” Gates Jr on Africa’s Great Civilizations.

AD HOC DIALOGUES

During the period under review, the NMF remained engaged in issues of South African universities through the National Education Crisis Forum (NECF). As part of the NECF, the NMF worked on a code of conduct to preserve medical neutrality. The report was presented to the technical working group set up after the Farlam Commission, and presented to Parliament through the South African Police Service.

The robust dialogue ranged in topic from the editorial policies related to news and religion, and the role of ICT in a changing environment, to the financing of a public broadcaster.

It was notable that in many aspects civil society and the SABC found common ground. The NMF commissioned the SOS Coalition to produce a detailed submission to be sent to the SABC, drawing on their experience, as well as from the dialogue.

The report was sent as a written input as the SABC reviews its editorial policies, which provide a framework and serve as a guideline for decision-making on all content carried on SABC services.

The NMF conducted a number of dialogues in 2017 on the State and society, following earlier dialogues held in 2016. A two-day public dialogue was held in June 2017.

Panelists included Dr Mamphela Ramphele, Gino Gavendele, Themba Mthethwa, Dr Joel Madiri and Prof Pitiks Ntuli. A follow up dialogue was also held at the University of Johannesberg with Dr Ramphele in conversation with Bomikazi Njioa.

A final dialogue to close the series was held at Rustlers Valley in October, with key participants from the series joining to discuss strategies for change.

As part of celebrations to honour the life of Oliver Tambo, who would have celebrated his 100th birthday in 2017, the NMF and the Oliver and Adelaide Tambo Foundation hosted an event to commemorate the powerful friendship and partnership between Mandela and Tambo, which shaped the course of South Africa’s democracy.

Panelists Mac Maharaj, Lindiwe Mobuzo and Lulu Callinicos recounted how the values, ideals, humanity and spirit of both icons opened the doors to liberty and built South Africa into a country that truly belonged to all who lived in it.

In February 2018, the NMF hosted a closed roundtable session on the future of South Africa titled What Visitas South Africa – How Do We Move Forward, Together?

Speakers included Gauteng Education MEC Panyaza Lesufi, economist and Business Day analyst, Trudi Makhaya and the head of the African Futures & Innovation programme of the Institute for Security Studies, Dr Jackie Cilliers.

The NMF also focused on supporting institutions and a dialogue was hosted with the SOS-Support Public Broadcasting Coalition (SOS Coalition) and Media Monitoring Africa on the future of the SABC. Twenty-five diverse participants, ranging from SABC editorial staff to activists in the media space, attended the dialogue.


©NMF/Obed Zilwa

The Mandela Economic Legacy dialogue.

©NMF/Blue Media

Expanding race and identity through film and media.

©NMF/Lee Davies

©NMF/Lee Davies

Internal Planning meeting of Atlantic Fellows for Racial Equity (AFRE).

©NMF/Lee Davies

Responsive island visit by Amina Mohammed. ©NMF/Obed Zilwa

©NMF/Ethel Arends

Dialogue on Sufficiency.

©NMF/Distilled Photography

Dialogue NMF, SOS and MMA.

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(Re)Imagining the Future of Society and the State. ©NMF/Verne Harris

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Dialogue on Sufficiency.

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Dialogue NMF, SOS and MMA.
Unlike most conventional archives, the Foundation’s Centre of Memory is not defined by the custody of physical collections (although it has substantial and growing collections. To moving images; and a social media webbing around it. Through the report period the focus has been on the NMF’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 the junior archivists. See table 1 for entries done during the report year.
- The digitisation of our historical textual documents has been expedited with the hiring of a junior archivist dedicated to this function. See table 2 for statistics on this.
- Training on digitising audio cassettes (analogue) to digital has also been provided, and this can now be done in-house.
- Advice was also given to the Thabo Mbeki Foundation, the Oliver and Adelaide Tambo Foundation, the Desmond and Leah Tutu Legacy Foundation, the Johnny Makatini Diplomatic Foundation, The National Archives and Records Service of South Africa, the South African Reserve Bank and the Rand Merchant Bank on the setting up of archives, digitisation and record-keeping policy.

All databases and other web-accessible resources were regularly updated. Continued assistance to the Naasie Family History Project was provided, especially towards an exhibition on the family that was held at the Apartheid Museum in 2017, and is now travelling.

Access to the archive is facilitated via the digital archival platform, by responding to emails and telephone requests and having researchers using the NMF reading room.
Celebrate the nobility of our ideals of creating a non-racial and non-sexist society
The Foundation sustains a range of research projects at the same time as being a one-stop-shop for Mandela-related research requests.

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

Research assistance was completed on the sequel to Mr Mandela’s autobiography Long Walk to Freedom. It was published in October 2017 as Dare Not Linger: The Presidential Years by Nelson Mandela with Mandla Langa.

Work on Ahmed Kathrada’s new and final book Conversations with a Gentle Soul was completed and it was published some weeks before he passed away on 28 March 2017.

Work on three new books was at an advanced stage:

- The Prison Letters of Nelson Mandela, a collection of 265 letters written in prison from 6 November 1962 until 11 February 1990. They were written from the four prisons in which Mandela was held as a sentenced prisoner: Pretoria Local Prison, Robben Island, Pollsmoor Prison and Victor Verster Prison. It was published in July 2018 as part of the centenary programme. The correspondence selected includes letters housed in the National Archive in Pretoria from the boxes containing Mandela’s prison record; collections held in the archive of the Nelson Mandela Foundation including the Donald Card Collection and the Himie Bernardt Collection, as well as private collections of individuals.

- I Remember Nelson Mandela is a collection of memories of more than one hundred people who worked for Mandela, from household staff to bodyguards and administrative staff, the book is scheduled to be released in May 2018 also as part of the centenary programme. Graça Machel wrote the foreword to the book which she suggested be published after meeting with groups of Mandela’s former staffers to thank them for their service after his passing on 5 December 2013.

- Principle is a pocket book, which will summarise Nelson Mandela’s leadership principles. It is being done in collaboration with author Mandla Langa.

Other research projects included:

- Research assistance was provided to Advocate George Bizos for his book Sixty Years of Friendship.

- Provided foreword to the online memoir of Dr Jacques Moreillon formerly of the International Committee of the Red Cross in the online publication of his memoirs of his visits to Nelson Mandela and other political prisoners on Robben Island.

The Archive and Dialogue division provided continuing research and analysis in support of all the NMF’s functions and projects.

A number of new documentaries and tributes by a range of film and television media received assistance from the NMF’s dedicated research resource. Koletsi Mangcu (UCT), Kim Worthington (Princeton University), Una Seery (Department of Basic Education) and Anne Pratt (Harvard University) used the archive for the books that they have each been commissioned to write on Nelson Mandela.

Position papers were generated on democracy and reimagining the state. Fifteen op-eds, either commissioned or written by staff, were published. The Foundation worked with civil society partners on a submission to Parliament on the editorial policy of the public broadcaster.
What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead.
The Nelson Mandela Foundation’s 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 a principal avenue of learning. Memory institutions are increasingly creating interactive exhibits as a way to increase audience engagement. The Nelson Mandela Foundation has endeavoured to include interactivity through its permanent and temporary exhibitions.

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**THE LIFE AND TIMES OF NELSON MANDELA**

The permanent exhibition at the Foundation has been enhanced in the year under review through the translation of the exhibition into Braille.

The Braille translation and inclusion addresses the special needs of people affected with visual impairment. The aim is also to educate and empower civil society about Braille as one of South Africa’s key languages. This project was done in collaboration with Lesego Community Services.

Visitor numbers were increased through marketing using platforms such as the Rand Show, Youth Expo and the ANC policy conference. It is estimated that in the report period nearly 30,000 people experienced our travelling exhibitions, while approximately 3,250 visitors came to the Centre of Memory.

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**THE JOURNEY**

This exhibition was exhibited at the Foundation from June to August 2017. It is currently on display at Circa Gallery. John Meyer is South Africa’s pre-eminent realist painter. Meyer painted Nelson Mandela twice during his presidency.

During the creation of the portraits, Meyer spent lengthy periods with Madiba and through their conversations became fascinated with the unique life journey undertaken by this iconic figure.

The artist decided to embark on a series of paintings, which culminated in 16 large paintings taken by Keith Bernstein during the first two years of Nelson Mandela’s presidency.

It is not so much a historical and political exposure of Mandela’s life but more a personal insight into the man and the different dimensions of his character.

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**MEMORIES OF MANDELA**

This exhibition was displayed from September to November 2017. It is a unique photographic exhibition that consists of a collection of 25 photographs taken by Keith Bernstein during the first two years of Nelson Mandela’s presidency.

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**UNCROSSING MANDELA**

The exhibition was launched on 5 December 2017 and will be on display at the Foundation for the duration of 2018. The exhibition traces Mandela’s life through the way in which he so carefully constructed his image – or how, at times, others constructed an image of him.

It weaves together some of the stories that contributed to the making of a global icon, and then unthreads the complexity of the persona. The exhibition addresses current social issues through an interactive element, which is represented by questions posed to the viewer. The questions prompt a response or leads to debate.

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**POISONED PASTS**

This has been moved to the Steve Biko Centre in July 2017. It was viewed by 574 visitors.

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**TO MADIBA WITH LOVE**

This exhibition is currently still travelling in the Eastern Cape region.

In collaboration with an international exhibitions company (IEC), we are developing a major new exhibition on Nelson Mandela, to be launched in Australia during the centenary year and then travelled globally for the following five years.

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**BETWEEN STATES OF EMERGENCY**

This exhibition has been donated to the Market Theatre photo workshop for educational purposes and future display.

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**LIFE AND TIMES**

The travel version has been moved to the South African embassy in Berlin. It was on display at the open day of the Federal Ministry of Cooperation and Development. The second version was on show during the Youth Expo in June and the ANC policy conference in July 2017.
Our strongest weapon which the enemy can never be able to resist is peace.
international networks to build social cohesion and social justice the world over.

Mandela Day 2017 successfully reached and through our media platforms created opportunities for those with a need, and the generous participation of change makers and some of those life-changing acts are illustrated below:

Whether creating value through literacy and education initiatives, greater participation in creating warm shelter or in the food security arena, the Foundation welcomed everyone to join the fight against poverty.

Some of the Mandela Day initiatives that continue to improve the lives of marginalised people include:

• Stop Hunger Now, a global campaign focused on food security, provided food for 1.4 million children in early-childhood development entities.
• Tiger Brands and Vodacom packed more than a million food packs for the needy. This project is now in its fifth year.
• Imbumba Foundation continues its work in raising awareness of girls who needs basic sanitary health through its Trek4Mandela, supporting over 500 000 girls so that they do not have to miss a day of school owing to their menstrual cycles.
• 67 Blankets for Nelson Mandela Day has extended participation outside South Africa, with ordinary citizens knitting and crocheting blankets for needy communities.
• Habitat for Humanity built more than 70 homes in Orange Farm, Gauteng, in an ongoing programme to create communities that give a helping hand to each other.

Foundation partners, including the Umqungundwano District Municipality in KwaZulu-Natal, created awareness of the campaign through the Mandela Day Marathon at the site where Nelson Mandela was captured by police in August 1962.

More than 14 000 runners participated, including more than 100 international entrants.

Through partnerships we have been able to extend our impact and have supported a number of education initiatives that include refurbishing schools and the donation of libraries in different parts of the world.

Nelson Mandela International Day (Mandela Day), which was officially declared by the United Nations and launched on Nelson Mandela’s birthday, 18 July, in 2009 continues as a global campaign of goodwill.

The growing response of the global community in celebration of Nelson Mandela has been demonstrated in many initiatives to fight against poverty.

The mobilisation for participation in the fight against poverty has reached more than 150 countries, millions of global citizens, corporates, government and civil organisations with the message of “making every day a Mandela day”.

#ACTION AGAINST POVERTY

In its eighth Mandela Day campaign, the Foundation adopted the theme #ActionAgainstPoverty to make the call on all to make the world a better place for all. Sustaining this message, the Foundation continues to engage media and influential individuals and organisations to create a world that the next generations would be proud of.

Measurable impact and building sustainability in the fight against poverty has become important for the Foundation. Within our Mandela Day work. The fundamentals of this have been to continue building awareness and participation in the global community through different...
We were inspired by the idea of bringing into being a democratic republic where all South Africans will enjoy human rights without the slightest discrimination; where African and non-African would be able to live together in peace, sharing a common nationality and a common loyalty to this country, which is our homeland.
RECORDS MANAGEMENT

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

- Routine correspondence was overseen
- Clearance time on the Foundation’s general electronic mailbox was maintained at less than 24 hours
- The organisational file plan implemented in 2011 continued to be subjected to close monitoring
- New main series were designed and implemented for two programmes
- The electronic records system (e-Docs) was given sustained training and monitoring support. This is ongoing
- Support was provided to both paper-based and electronic back-filing exercises
The Foundation again enjoyed support from all its stakeholders and extended its work in areas of social justice and human rights.

The organisation’s 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 has used various communications platforms to amplify the messages of programmes such as Mandela Day, dialogue and memory work.

The Foundation used the start of 2018 – the year in which the centenary of Nelson Mandela’s 1918 birth was marked – to consolidate and extend the work started by Mandela in his young adulthood and continued throughout his life.

**THE NELSON MANDELA FOUNDATION BRAND**

The Nelson Mandela Foundation brand has always, correctly, been linked to that of its founder. The Foundation used the build-up to the centenary to consolidate this connection. Looking ahead to the remainder of the centenary year, the Foundation will amplify its work in realising the ideal of a values-based society.

The Foundation’s outreach efforts have included increasing its visibility, digitally and physically. Physical changes included changes to the Foundation’s home at the Nelson Mandela Centre of Memory in Houghton, Johannesburg. New signage was designed and installed to make the centre’s location more visible.

Internally, a Braille interpretation of the permanent exhibition at the centre, the Life and Times of Nelson Mandela exhibition, was added. The manner in which this was done illustrates a new strategy: to ensure that not only does the Foundation reach out to organisations regarding collaborations, but that organisations (and individuals) approach the Foundation, too.

**MEDIA ENGAGEMENT**

The Nelson Mandela Foundation’s media outputs introduced two new messages:

- As we start the centenary year, we call on people to Find the Mandela in themselves and Be The Legacy
- As the institution looks at poverty and inequality, issues of gender inequality need to take centre stage

These messages were important as the Nelson Mandela 100 campaign launched in December 2017, secondly in anticipation of the 2018 Nelson Mandela Annual Lecture theme: “Reinvigorating the Mandela Legacy and Promoting Active Citizenship in a Changing World”.

Communications milestones February 2017 – February 2018:

- 2017 Nelson Mandela Annual Lecture
- Visit by PepsiCo head office
- Launch of Poisons Past exhibition
- Mandela’s Economic Legacy Dialogue
- Mandela Day 2017 launch
- FIFA president visits NMF

The combined media clippings of these Nelson Mandela Foundation moments amount to 8 000 across all media platforms.

**INSTITUTIONAL MESSAGING AND SOCIAL ENGAGEMENT**

In 2017 the communications team devised an overall communications strategy to anchor all public engagement, including work by the dialogue team and all centenary work. The communications team was realigned to better deliver on this strategy’s objectives, and so that the Foundation is more agile in responding to, or even pre-empting, issues that arise and that have an impact on social justice, democracy and human rights.

Using “Living the Legacy” as an anchor message, the Foundation engaged publicly in various issues, and commented on President Jacob Zuma’s proposed recall, linking its comments to constitutionality.

In late 2017, implementing the new communications strategy, the Foundation established The Message Hub (The Hub) tasked with interrogating issues that arise daily in a fluid socio-political environment such as South Africa.

The Hub, comprising the communications, research and dialogue teams, meets daily for 30 minutes to discuss the issues of the day and how – and whether – to respond to them. It was through this platform that the Foundation crafted its calls on former President Jacob Zuma to step down, as part of its contribution to safeguarding the tenets of democracy.

On 27 February 2018 the Nelson Mandela Foundation made an application to the Equality Court in Johannesburg for an order declaring that gratuitous displays of the apartheid-era South African flag constitute hate speech, unfair discrimination and harassment based on race.

The decision to launch this application came after years of noting public displays of the old flag and hoping that such behaviour would stop. These displays demonstrably compound the pain experienced, particularly by millions of black South Africans, under apartheid and its legacy.

The Foundation has used social media as a way of sharing Nelson Mandela’s words on various matters arising in our society, as well as to host other content, including:

- “On this day” posts. These posts refer to actions or words by Madiba on a specific calendar day, based on his personal diaries, calendars, notebooks and more
- Quotes. These are a way of sharing Mr Mandela’s thoughts on various relevant social issues, ideals, philosophies, values and more
- Driving the Mandela Day campaign: The aim is to keep Mandela Day front of mind on multiple platforms, with the Foundation driving home its message to society to “make every day a Mandela Day”
- Promoting various permanent and temporary exhibitions, as well as the Nelson Mandela Centre of Memory as a public facility
- Promoting various resources that the Foundation has available for communicating Madiba’s legacy, and website and mobile applications (apps)
- Promoting dialogues, exhibitions, openings, partnered events and Foundation events
- Marking significant international days that tie in with the Foundation’s work
- The implementation, in 2017, of a message hub to inform and guide its institutional voice on matters. The aim of the hub is to not only reflect on Madiba’s wisdom and leadership for guidance, but also to look forward and perpetuate his legacy through the Foundation’s work and leadership in the way it addresses the challenges facing our society and that of humanity as a whole.

**MARKETING AND EVENTS**

If there’s something the world has come to know about the Foundation it is the calibre of events we host. The Foundation continues to portray Nelson Mandela’s existence, journey and legacy in ways that remain in the minds and hearts of every South African.

Through launches, dialogues, media conferences and fundraisers, the Foundation remains the custodian of events used for the call-to-action: “Be the Legacy”.

On 13 February 2017, the Nelson Mandela centenary programme and official logo was launched and revealed in Soweto and it garnered our audiences for events that would lead up to Madiba’s 100th birthday in 2018.

This launch was centred on Nelson Mandela’s release from prison and a series of supporting events started on 11 February. The day was used to announce projects that the centenary programme would partner with and spearhead.

The year 2017 saw racism incidents in South Africa resurface and peak at a rapid rate. The new generation punted a narrative that chastised struggle heroes and how it felt “betrayed” by the liberation movement of South Africa.

To this end, the Foundation and the Ahmed Kathrada Foundation hosted six anti-racism dialogues under the Anti-Racism Network South Africa (ARNSA) partnership.
Dare not linger the book launch

©NMF

Nelson Mandela Centenary Launch

©NMF

The Foundation prides itself on all the memory work and items that bear Nelson Mandela’s iconic face and voice. To add to this, the Foundation is embarking on making his transcripts and unfinished autobiographies as a part of his legacy.

In October 2017, we launched a book by Nelson Mandela and Mandla Langa titled Dare Not Linger: The Presidential Years. Langa is a critically acclaimed author who compiled this book that was started by Madiba himself. Mandela’s intention was to sequel his Long Walk to Freedom best-seller using an excerpt from one of the closing lines that read: “But I can rest only for a moment, for with freedom comes responsibilities, and I dare not linger, for my long walk is not ended.”

Unfortunately, Mandela didn’t live to see the book to its completion, but Langa finished his work and the Foundation launched the book in his and Madiba’s honour.

Media, stakeholders and politicians and the general public all attended the launch. It was broadcast live on radio and TV. Social media reactions and interactions lasted for days.

On 5 December 2017, the Foundation hosted a touching event to mark the fourth anniversary of the day the world lost Nelson Mandela.

The day was segmented into three main events: unveiling the Unthreading Madiba exhibition, running the Remembering Madiba programme and hosting a mini-concert for Nelson Mandela 100 (NM100).

The Unthreading Madiba exhibition (erected in the temporary exhibition space at the Foundation) depicts different sides of Mandela’s personality and traits.

He’s shown as the leader who was jailed for many years and his newly, quirky side is exhibited as well. His fashion sense is show cased in the permanent exhibition where you’ll find draped material that looks similar to his iconic shirts.

The Remembering Mandela keynote address was delivered by Major General Bantu Holomisa who spoke very fondly about the life and times of Nelson Mandela and how he experienced Madiba’s discipline, leadership and love.

So as not to lose the momentum of the centenary programme, the Foundation delivered a very theatrical and musical moment for the NM100 campaign. The Soweto Gospel Choir and praise singer Jessica Mbangers added a beautiful touch to an event that Madiba would have enjoyed himself.

This was followed by an address by Chief Executive, Sello Hatang, who announced programmes that would form part of the centenary year, including the Mogi Youth Orchestra, which seeks to develop South African musicians from disadvantaged backgrounds, the South African Reserve Bank and the South African Post Office.

To end off 2017 the Mandela Walk & Run was held at the Union Buildings on 10 December. More than 19 000 people walked and ran the streets of Tshwane from the early hours of the morning, including football legends Lucas Radebe, Aaran Mokoena and Kalusha Bwalya.

The Union Building gardens hosted the post-event celebrations. Advocate George Bizos, Gauteng Premier David Makhura, struggle veteran Sophia Williams-de Bruyn and the Foundation’s Director of Communications and Outreach, Luzuko Kofi, addressed the audience and media.

One of the biggest events of 2018 was the launch of the Mandela Rose. Keith Kasten Horticulture International was awarded the licence by the Foundation to breed a special and specific rose to be named after Nelson Mandela. The coral coloured rose was strategically launched on 8 February as a lead up to the day of love, Valentine’s Day.

Guests at the event included Archbishop Emeritus Desmond Tutu, Gauteng Premier David Makhura and Tanya Visser, president of the South African Nursery Association. There were performances by Sibongile Khumalo and Imloni Kantu Choral Society. #MandelaRose trended on Twitter for almost two days.

We look forward to hosting more events that continue the work of our resting leader, Nelson Rolihlahla Mandela. If he were alive today, he’d be very proud of the plans we have in store for the Foundation as a venue and a brand.

Our social media channels have over the years seen some amazing growth in terms of followership and viewership. While the growth patterns have slowed down to an extent in the past year, the majority of our platforms continue to grow year-on-year. Two channels, the Nelson Mandela Public Figure page and the Nelson Mandela North American Dialogue page on Facebook announced a record number of followers, however, this may in part be owing to a number of reasons:

1. Although Facebook continues to grow in South Africa, in the US it has experienced a dip, especially among the youth.

2. The spread of “fake news”.

3. Newer Facebook algorithms promoting content from family and friends, rather than branded content.

Facebook – Nelson Mandela Foundation – 2.1% growth
Facebook – Nelson Mandela International Day – 7% growth
Facebook – Nelson Mandela Public Figure – 1.8% drop
Facebook – Nelson Mandela – North American Dialogue – 2% drop
Google Plus – Nelson Mandela Foundation – 0.1% growth
Twitter – Nelson Mandela Foundation – 12% growth
YouTube – Nelson Mandela Foundation – 9.8% growth

Our social media platforms have to date 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 Mandela did or said on a specific calendar day based on his personal diaries, calendars, notebooks, speeches, testimonies and more
- Quotes – Mandela’s words sharing with the world Madiba’s thoughts on various relevant social issues, ideals, philosophies, values and more
- Driving the Mandela Day campaign on multiple platforms continually keeping Mandela Day front-of-mind, as we try to get society to adopt and action the mantra, Make Every Day a Mandela Day on an ongoing basis
- Promoting the various exhibitions, permanent and temporary, as well as the Nelson Mandela Centre of Memory as a public facility
- Promoting the various resources the Foundation has available for communicating Mandela’s legacy, website, mini-sites and mobile applications (apps)
- Promotion of dialogues, exhibition openings, Foundation-partnered events and NMF institutional events
- Mark significant international days, as these often have a tie-in with the work of the Nelson Mandela Foundation
- Communicating and promoting the various projects that the Foundation is involved with at any given time
- We have also started to promote our institutional voice on social platforms, so that the NMF remains top of mind as it relates to pertinent social challenges we face as a country
- Driving traffic to the website, with our social media channels featuring on the top 10 referral sites to both our www.nelsonmandela.org and www.mandeladay.com websites. Examples below:

### www.nelsonmandela.org

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### www.mandeladay.com

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During the year under review, the Nelson Mandela Foundation was confirmed as one of the recipients of the Ford Foundation’s Building Institutions and Networks (BUILD) initiative, a five-year investment in the long-term capacity and sustainability of up to 300 social justice organisations around the world.

The NMF’s BUILD grant has been earmarked to prioritise a range of institution-strengthening processes. These are:

- The development of a new (2019 to 2022) strategic plan to succeed the 2013 to 2018 planning instrument and the putting in place of means to monitor implementation effectively
- The undertaking of a drive for sustainability around the 2018 centenary of Nelson Mandela’s birth
- The upgrading of the NMF’s safety and security, internal communication, and monitoring and evaluation systems
- The implementation of a range of human resource development initiatives, including the expansion of training and development opportunities, the fostering of language competencies, the embedding of NMF institutional values in all aspects of human resource management, and the development of systematic succession planning

The oversight of the implementation of the BUILD process remains a key priority for the governance and support services function in the short-to-medium-term.

The core work of the Nelson Mandela Foundation’s governance and support function is to ensure organisational governance at the highest levels of best practice and to support line functions at optimal levels.

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. The Trustees of the Foundation 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 10 independent, non-executive members who meet quarterly.
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 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.

Futhi Mtoba
A former chair and partner of the Board of Deloitte Southern Africa, she holds CA (SA) and DCom (Honoris Causa) qualifications. Futhi Mtoba is a 2017 Harvard University Advanced Leadership Initiative Fellow. She currently serves as Chair of Council at the University of Pretoria, as chair of the WGB Trust and non-executive director of South 32 Limited, Discovery Holdings and Discovery Bank.

Futhi 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

IRENE MENELL
Irene Menell is active in a number of public benefit organisations and also serves on the Boards of the Nelson Mandela Children’s Fund and the READ Foundation, among others. She is a patron of Afrika Tikkun and a past member of the Broadcasting Monitoring and Complaints Committee, a statutory sub-committee of the Independent Communications Authority of South Africa, as well as the UCT Foundation, of which she was chairperson until retiring in 2008. She has had a lifelong interest in the performing arts, education and issues relating to children’s rights.

SELLO MOLOKO
Sello 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 Leiscester and the AMP from the Wharton School.

PROFESSOR CAROLYN HAMILTON
Trained as an historian, Professor Carolyn Hamilton holds a National Research Foundation Chair in Archaeology and Public Culture at the University of Cape Town (UCT) and has published widely on the prehistoric history of South Africa. Her recent work focuses on the limits and possibilities of archives as vehicles 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.

Sellos current role is as Deputy Chairman of the Board of Directors of Thesele Group, at a time when the group is building its business in the health sector.

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 of the University of the Western Cape, Vice-Chancellor of the University of the North (now Limpopo) and two terms as Chair of the University of Cape Town. He is currently Chancellor of the University of Johannesberg. 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 media 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.

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 and the Mineworkers Development Agency, which focused on the developmental needs of ex-mineworkers, their dependants and communities.

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

SELLO MOLOKO
Sello 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 Leiscester and the AMP from the Wharton School.

Sello holds positions as 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, Tekkom and Sib-AGE REIT Limited.

Sello 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.

Sello is a trustee of the University of Cape Town Foundation and the Nelson Mandela Foundation, where he chairs the Investment Committee. He is the national president of the Association of Black Securities and Investment Professionals (ABISP) from 2005 to 2007. In 2003, ABISP presented him with the Financial Services Pioneer Award in recognition of his achievements in the field of investment management.

IRENE MENELL
Irene Menell is active in a number of public beneﬁt organisations and also serves on the Boards of the Nelson Mandela Children’s Fund and the READ Foundation, among others. She is a patron of Afrika Tikkun and a past member of the Broadcasting Monitoring and Complaints Committee, a statutory sub-committee of the Independent Communications Authority of South Africa, as well as the UCT Foundation, of which she was chairperson until retiring in 2008.

She has had a lifelong interest in the performing arts, education and issues relating to children’s rights.
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. Nikiwe was the senior news anchor at eNCA for six years, a position that put her at the forefront of major local and international developments, and afforded high-profile interviews with global leaders like Thabo Mbeki, Ali Gore, Kofi Annan and Mo Ibrahim.

Nikiwe is a Fulbright Hubert Humphrey fellow, a mid-career fellowship awarded to people who’ve demonstrated leadership. She spent 10 months at the Walter Cronkite School of Journalism in the US (2012 to 2013) in fulfillment of this fellowship.

Nikiwe 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.

Nikiwe also co-anchored AMLive on S4M 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.

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

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

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

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

MAYA MAKANJEE

Born in South Africa, Maya obtained a Master’s degree in Business Leadership (MBL) through the University of South Africa, graduating cum laude, and a BCom degree from the University of KwaZulu-Natal in Durban.

Maya completed her schooling in Durban, before spending four years at the University of Mumbai to complete a Bachelor of Fine Arts degree in Dance.

Maya is an independent non-executive director and currently sits on the Boards of Tiger Brands, Massmart, AIG, Unwired, NOSA, FEM Education Foundation and the Nelson Mandela Foundation. Maya 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.

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 and approval.

The members of the Audit and Risk Committee are appointed by the Board of Trustees and comprise 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: Ms Futhi Mtoba (Chairman), Mr Sello Moloko, Mr Shlalo Jordan, Ms Maya Makanjee.

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. The Investment Committee establishes the type of instruments, which may be purchased. These are selected to ensure a high degree of investment security and are restricted to an approved list of instruments.

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

REMUNERATION COMMITTEE

The Remuneration Committee is a properly constituted committee appointed by the Board of Trustees to assist the Board in administering the remuneration of all Nelson Mandela Foundation employees and consultants. The committee is constituted of three (3) members which includes 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 in a period of 12 months. The members of the Remuneration Committee are: Ms Maya Makanje (Chairman), Prof Njabulo Ndebele, Mr Sello Moloko.

RESOURCE MOBILISATION COMMITTEE

The Resource Development Committee concentrates on income generation as opposed to the management of funds. Management of the NMF supports the Resource Development Committee in the development and implementation of resource development strategies and activities to ensure that the NMF 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 Makanje, Ms Ronny Nhul, Mr Goshe Veleke, Mr Gary Hartow.
The audited annual financial statements and the auditor’s report thereon can be found at www.nelsonmandela.org.

The Trustees take full responsibility for the preparation of the financial information and that the financial information has been correctly extracted from the underlying annual financial statements.

This financial information is extracted from audited information, but is not itself audited. The annual financial statements were audited by PricewaterhouseCoopers Inc. which expressed an unmodified opinion thereon.

### Statement of Financial Position as at 28 February 2018

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment property</td>
<td>6,150,000</td>
<td>4,675,000</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>20,766,636</td>
<td>22,330,693</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>3,259,948</td>
<td>2,700,344</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>272,660,741</td>
<td>255,321,959</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td><strong>302,837,325</strong></td>
<td><strong>285,027,996</strong></td>
</tr>
<tr>
<td>Inventories</td>
<td>1,480,000</td>
<td>1,480,000</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>10,911,666</td>
<td>1,643,705</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>80,747,623</td>
<td>65,116,760</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>383,584,948</strong></td>
<td><strong>350,144,756</strong></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current tax payable</td>
<td>1,638,235</td>
<td>773,489</td>
</tr>
<tr>
<td>Finance lease obligation</td>
<td>201,833</td>
<td>184,067</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>12,501,543</td>
<td>8,579,692</td>
</tr>
<tr>
<td><strong>Deferred income</strong></td>
<td><strong>13,030,389</strong></td>
<td><strong>6,395,612</strong></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>35,978,384</strong></td>
<td><strong>25,338,860</strong></td>
</tr>
<tr>
<td><strong>Total equity and liabilities</strong></td>
<td><strong>383,584,948</strong></td>
<td><strong>350,144,756</strong></td>
</tr>
</tbody>
</table>

The audited annual financial statements and the auditor’s report thereon can be found at www.nelsonmandela.org.

The Trustees take full responsibility for the preparation of the financial information and that the financial information has been correctly extracted from the underlying annual financial statements.

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### STATEMENT OF PROFIT OR LOSS & OTHER COMPREHENSIVE INCOME

The Nelson Mandela Foundation Trust

**Designated income**
- 2018: R 22,658,328
- 2017: R 15,689,068

**Other donations**
- 2018: R 25,833,708
- 2017: R 18,787,306

**Royalty income**
- 2018: R 10,041,329
- 2017: R 6,230,612

**Total Revenue**
- 2018: R 58,533,365
- 2017: R 40,706,986

**Operating and project expenses**
- 2018: (R 58,326,639)
- 2017: (R 44,506,918)

**Operating surplus**
- 2018: R 206,726
- 2017: R 1,104,838

**Investment revenue**
- 2018: R 17,084,065
- 2017: R 13,407,787

**Fair value adjustments**
- 2018: R 1,475,000
- 2017: (R 120,000)

**Fair value adjustments**
- 2018: R 1,475,000
- 2017: (R 120,000)

**Surplus before taxation**
- 2018: R 18,727,363
- 2017: R 14,327,929

**Taxation**
- 2018: (R 1,638,235)
- 2017: (R 652,925)

**Surplus after taxation**
- 2018: R 17,089,128
- 2017: R 13,695,004

**Other comprehensive income**
- Items that may be reclassified to profit or loss:
  - Available-for-sale financial assets adjustments
    - 2018: R 5,711,306
    - 2017: R 8,729,280

**Total comprehensive income for the year**
- 2018: R 22,800,434
- 2017: R 22,424,284

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### STATEMENT OF CHANGES IN EQUITY

The Nelson Mandela Foundation Trust

**Balance at 01 March 2016**
- R 1,000
- Total equity: R 302,381,846

**Surplus for the year**
- 2016: R 13,695,004

**Other comprehensive income**
- 2016: R 8,729,280

**Total comprehensive income for the year**
- 2016: R 22,424,284

**Balance at 01 March 2017**
- R 1,000
- Total equity: R 324,806,130

**Surplus for the year**
- 2017: R 17,089,128

**Other comprehensive income**
- 2017: R 5,711,306

**Total comprehensive income for the year**
- 2017: R 22,800,434

**Balance at 28 February 2018**
- R 1,000
- Total equity: R 347,606,564
STATEMENT OF CASH FLOWS
The Nelson Mandela Foundation Trust

<table>
<thead>
<tr>
<th>CASH FLOWS FROM OPERATING ACTIVITIES</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash receipts from customers</td>
<td>49,265,404</td>
<td>48,598,387</td>
</tr>
<tr>
<td>Cash paid to suppliers and employees</td>
<td>(43,458,430)</td>
<td>(53,791,611)</td>
</tr>
<tr>
<td>Cash generated from operations</td>
<td>5,806,974</td>
<td>(5,193,224)</td>
</tr>
<tr>
<td>Tax paid</td>
<td>(832,925)</td>
<td>(3,077,287)</td>
</tr>
<tr>
<td><strong>NET CASH FROM OPERATING ACTIVITIES</strong></td>
<td><strong>5,174,049</strong></td>
<td><strong>(8,270,511)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CASH FLOWS FROM INVESTING ACTIVITIES</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of property, plant and equipment</td>
<td>(709,300)</td>
<td>(869,527)</td>
</tr>
<tr>
<td>Purchase of other intangible assets</td>
<td>(965,578)</td>
<td>(884,685)</td>
</tr>
<tr>
<td>Proceeds on sale of property, plant and equipment</td>
<td>16,099</td>
<td>145,707</td>
</tr>
<tr>
<td>Interest income</td>
<td>3,080,192</td>
<td>3,529,618</td>
</tr>
<tr>
<td><strong>NET CASH FROM INVESTING ACTIVITIES</strong></td>
<td><strong>1,421,413</strong></td>
<td><strong>1,821,113</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CASH FLOWS FROM FINANCING ACTIVITIES</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance lease payments</td>
<td>(232,560)</td>
<td>(232,560)</td>
</tr>
</tbody>
</table>

**TOTAL CASH MOVEMENT FOR THE YEAR**

<table>
<thead>
<tr>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,362,902</td>
<td>(6,581,958)</td>
</tr>
</tbody>
</table>

Cash at the beginning of the year:

- **2018**: 61,993,055
- **2017**: 68,575,013

**TOTAL CASH AT END OF THE YEAR**

- **2018**: 68,355,957
- **2017**: 61,993,055

Development and peace are indivisible. Without peace and international security, nations cannot focus on the upliftment of the most underprivileged of their citizens.
The Nelson Mandela Foundation exists in a complex memory and stakeholder environment.

- Memory resources documenting Nelson Mandela’s life and times are fragmented and geographically scattered, both within South Africa and internationally.
- Resources are embedded in various legal and other jurisdictions.
- There are multiple stakeholders in the legacy of Nelson Mandela.

The Foundation seeks to work closely with all memory and related institutions that have stakes in “the Mandela Archive”. Here we provide links to institutions with either significant holdings or a major stake.

Dialogue is at once a vital instrument for addressing critical social issues and the most effective vehicle for sharing memory, for growing it, and for engaging it in the promotion of justice and social cohesion.

The objective of the Dialogue and Advocacy platform is to find sustainable solutions to critical social issues.

Drawing on the rich traditions of transformative dialogue, problem-solving and social renewal that made South Africa’s remarkable transition possible, we hope to drive positive change and realise social justice by facilitating greater awareness and engagement about the problems people face.
Within our agreed Code of Conduct, we ensure that the ethos, name and reputation of our founder are protected.

The year 2018 will mark the 100th anniversary of Nelson Mandela’s birth. The Nelson Mandela Foundation created a year-long campaign that will seek to shift societal attitudes to injustice by encouraging sustainable actions.

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

The wide-ranging opportunities for engagement are laid out on the next page. 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.

The Nelson Mandela 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.

NELSON MANDELA LEGACY CHAMPIONS

Legacy Champions ensure that Madiba’s legacy continues beyond his passing. Opportunities include:

– An investment of $1 000 000 or more in Madiba’s Sustainability Fund
– Becoming an Ambassador among iconic global Champions by inviting your network of friends and colleagues to join you as a Legacy Champion
– Joining a unique community of prominent figures that have already made this commitment. They include: former US President Bill Clinton, Mr Patrice Motsepe, Mr Tokyo Sexwale, Mr David Rockefeller and Ms Peggy Dulany. The Indian government and Vodacom have also joined this illustrious group

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

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

NELSON MANDELA LEGACY PARTNERS

Legacy Partners make an investment of $100 000 to $999 999 to assure the preservation of Madiba’s legacy through his personal archives and his life and times through the Foundation’s extensive dialogue, advocacy, content and education programmes, to ensure Madiba’s legacy will continue to empower societies to move towards freedom.

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

“Today we are launching the Nelson Mandela Centre of Memory Project … We want it to be part of what we have called the processes of restoration and reconciliation … It is our hope that 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.