



...for a parent, and I've had to...
...and can only afford to come down during holidays.

age, writing letters is the only way of hearing something about the progress generally. Although I have not been writing for more than a year I receive letters after you during school holidays and buys you clothing, who progress that you are making. It is a possibility that one day I will write you a letter. In the meantime the progress of my feelings gives me a measure of passing on to you my warmest wishes and shooting pains that hit me. In the first letter I told you that Mummy was suffering today because she has chosen the life of misery and pain and Kqatho, and many others, and happily in free country bound together by a common loyalty.

...since Mummy was suddenly taken away from you...
...last year I wrote you 2 letters - one on the 23rd June and the other on the 23rd August. I now know that you never received them...
...letters is the only means I have of keeping in touch with you...
...something about the state of your health, your school progress...
...Although these few lines do not reach you, I am particularly anxious...
...that you are making at school. I am particularly anxious...
...that one day I may be on my way to you...
...In the meantime the progress of my feelings gives me a measure of...
...passing on to you my warmest love and good wishes and...
...shooting pains that hit me whenever I think of you...
...In the first letter I told you that Mummy was suffering today...
...because she has chosen the life of misery and pain...
...and Kqatho, and many others like you, and I am...
...bound together by a common loyalty to a new South Africa...
...and of the family background and career and the progress...
...which she has been sent to jail. I ended the letter by saying...
...that one day Mummy and I would return and I would...
...stand with you...
...I hope to see you...

BROADENING IMPACT by Reaching Deeper

STRATEGY 2019 – 2022



NELSON MANDELA
FOUNDATION

Living the legacy

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BROADENING IMPACT *by Reaching Deeper*

We will take the **Nelson Mandela Foundation** to the next level both in terms of our impact in the world and the way in which we work. We aim to become a respected change agent in South Africa and beyond with a global audience, strong focus, and an embedded practice of deep dialogue informed by robust research, analysis and evaluation.

INSTITUTIONAL HISTORY

In 1999 Nelson Mandela stepped down after a five-year term as South Africa's first democratically-elected president. Within months he had founded the Nelson Mandela Foundation (NMF), a not-for-profit with a mandate to run his post-presidential office. In 1994 he had established the Nelson Mandela Children's Fund, a grantmaking body aimed at uplifting the lives of disadvantaged children, and in 2003 he was to establish the Mandela Rhodes Foundation, an NGO aimed at promoting good leadership in Africa through a postgraduate scholarship programme. Mr Mandela had conceptualised the three as 'sister legacy organisations'. The NMF undertook anything for which Mr Mandela wanted to raise funds and which did not encroach on the work of the other two sister organisations. Major focus areas were education (from building schools to researching the special challenges of education in rural South Africa), HIV/AIDS (from advocacy work to grantmaking in support of research), 'peace and reconciliation' (from supporting the peace process in Burundi to researching democratisation in Africa) and intellectual property.

In June 2004 Mr Mandela called a press conference at the NMF, at which he announced that he would be stepping away from public life. Privately he signalled to the NMF's Board of Trustees and Chief Executive that he would no longer be involved in either determining NMF priorities or in fundraising for its projects. In practice it took him another six years to fully implement this statement of intent, but his intervention forced the NMF for the first time to contemplate the unthinkable – what would be its mandate, its role and its sustainability model with Mr Mandela gone? By 2006, in consultation with him and key stakeholders, it had embraced a new mandate to promote social justice through work in the memory-dialogue nexus and had embarked on a progressive scaling down of Mr Mandela's personal office (which was finally closed in 2011). In November of that year the Board of Trustees adopted a five-year transition plan, the implementation of which was completed in February 2012. In November 2013 the NMF's refurbished building was opened as a multi-purpose public facility with permanent and travelling exhibition spaces, a public reading-room, dialogue and conferencing infrastructure, and customised archival storage spaces.



Be the Legacy

SURPASSING THE ACHIEVEMENTS *of 20 years*

Over twenty years the NMF has achieved some notable successes. Here are just twenty of them:

- 1 Ran Nelson Mandela's post-presidential office from 1999 to 2011.
- 2 Oversaw large parts of Nelson Mandela's intellectual property and continue to do so.
- 3 Supported Madiba's peacemaking work in Burundi (1999-2001).
- 4 Supported Madiba's HIV/AIDS interventions and campaigns over a decade.
- 5 Hosted the prestigious Nelson Mandela Annual Lecture since 2003.
- 6 Undertook a study of rural education needs in South Africa and published the results as a book titled *Emerging Voices*(2005).
- 7 Working closely with Madiba, we assembled, catalogued, deacidified and digitised his personal archival collections (2004-2010)
- 8 Working closely with Madiba initially, we have published a number of books from his personal archive, including *Conversations with Myself* (2010) and *Prison Letters*(2018)
- 9 Partnered with the Apartheid Museum to do a major retrospective exhibition on the life and times of Nelson Mandela to mark his 90th birthday in 2008 – it subsequently became a permanent feature at the Museum and has travelled internationally
- 10 Undertook the advocacy work which resulted in Madiba overseeing the return to the South African state of official Rivonia Trial records in private custody (2008)
- 11 Worked closely with the National Archives to pilot the first digitisation project undertaken by it and supported the digitisation of the Rivonia Trial sound archive in partnership with the French Government
- 12 Launched the Nelson Mandela Day campaign in 2009 and supported its adoption as a United Nations International Day the same year
- 13 Partnered with civil society structures to advocate successfully against the Protection of State Information Bill.
- 14 In 2013 launched the Nelson Mandela Centre of Memory as a multi-purpose public facility, including permanent and travelling exhibition spaces, a public reading-room, dialogue and conferencing infrastructure, and customised archival storage spaces.
- 15 Between 2013 and 2016 partnered with Global Leadership Academy (Germany) in running the international Mandela Dialogues on reckoning with oppressive pasts
- 16 Ran the Archival Platform project in partnership with the University of Cape Town and co-published the project's seminal reports on public archives services in South Africa (2014) and on activist archiving in the country (2018)
- 17 Between 2015 and 2017 undertook research, mediation and dialogue facilitation in support of cross-sectoral work aimed at resolving the crisis in South Africa's tertiary education
- 18 In 2017 partnered with Columbia University (New York) to launch the Atlantic Fellows for Racial Equity, a transnational programme aimed at developing more effective strategies for combatting racism
- 19 Partnered with a think-tank of state and academic institutions on the Mandela Initiative on Poverty and Inequality, the final report for which was published in 2018.
- 20 Drove the 2018 international campaign to mark the centenary of Nelson Mandela's birth



MANDATE

We reaffirm the mandate given to us by our Founder, as embodied in the Trust Deed Objects:

“To promote and develop the cause of peace, human rights and democracy”

which includes:

- the creation, promotion, establishment, protection and preservation of a centre of memory of the Founder which contains an archive of the life and times and the works and writings of the Founder
- convening dialogue around critical social issues including in particular issues regarding human rights and democracy in order to contribute to a just society
- the promotion of or engaging in philosophical activities including discussions pertaining to human rights and democracy
- the raising of funds in respect of the Trust and other PBOs in furtherance of its main objectives
- the provision of support services to or the promotion of the common interests of PBOs including the provision of funds or other resources by way of donation”



This mandate is elaborated in our vision and mission statements:

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

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.

ASSUMPTIONS



- Given its mandate from Nelson Mandela, its complex twenty-year history and its unique positioning within civil society, the NMF carries multiple identities. We remain committed to holding the tensions that this creates, but will prioritise the work of making a just society and constellate our programmes more directly in support of that objective.
- The NMF is committed to the harnessing of energy and resources for social change. This activism must accommodate the imperative to ensure public trust in our custodial and convening roles.
- Constitutionalism needs to be held as the central overarching frame (with its attendant values) for everything the NMF does. We note that constitutionalism can be utilised as a sophisticated instrument for protecting power, privilege and property. It is critical that we embrace it instead as an instrument of transformation aimed at making the Constitution a lived reality for all who live in South Africa. We need to contribute robustly to public deliberation on interpreting justice and equity.
- By ‘dialogue’ the NMF means the convening of spaces safe enough for meaningful and effective negotiation of sustainable solutions to critical social problems. We are committed to this as a mode of engagement ‘in the world’ and as a practice for internal institutional processes.
- As a learning organisation, the NMF is committed to continuing research and analysis on the life and times of Nelson Mandela, on critical social issues and on its own work and functioning.
- While we must engage ‘the local’ directly and insistently, a global perspective is always essential.
- While sustainability remains both a priority and a challenge, the NMF is committed to resisting mission drift, refusing to ‘chase money’, and measuring everything we do in terms of the impact it has in the world.

IMPACT

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. We will strive to raise the bar on what it means to be a successful not-for-profit.

Indicators of success:

- The deepening of democracy in South Africa, including evidence of growing cultures of constitutionalism, active citizenship and accountability
- Effective public policy and other advocacy interventions
- Reduced levels of inequality and poverty
- Emergence of effective strategies for combatting patriarchy and racism
- Ensuring that Nelson Mandela's legacy is a living one and that his dream for South Africa and the world is closer to realisation
- The NMF regarded as a trusted voice on the life and times of Nelson Mandela and on critical issues, both locally and globally, and as a civil society benchmark



OUTPUTS

We aim to generate working models and strategies for social change, well-researched ideas supporting practical solutions to problems, and rich online content. We are committed to creating and serving both local and global publics. We look to be a learning organisation which applies internally the memory and dialogue instruments it uses in its work in the world. We will strive to document thoroughly our successes, failures and lessons learned as a resource for continuing research and analysis.

Indicators of success:

- The number of high-impact programmes and interventions the NMF undertakes
- Models, strategies, ideas and other content generated by the NMF are used in support of social change
- Our content has global reach
- A rich and resilient institutional culture rooted in NMF values supports a highly motivated and healthy staff complement
- Induction, monitoring and evaluation processes are embedded in our institutional culture
- The NMF has cutting edge records, archives and user support systems with high levels of compliance

ACTIVITIES

We aim in all that we do to provide thought leadership, to foster approaches which are multi-disciplinary and solution-oriented, and to ensure delivery of programmes with both local and global resonance. We are committed to creating an organisation which is sustainable, purposeful and responsive to ever-changing environments. We look to ensure that our core memory, dialogue and Mandela Day work is theoretically and methodologically robust and is informed by integrated line function planning. We will strive to deliver content across all functions timeously and effectively, using cutting edge delivery platforms and public messaging which is simple and consistent.

Indicators of success:

- The extent to which the NMF is regarded as a thought leader and is sought out for cross-disciplinary collaboration by credible bodies both locally and internationally
- An integrated line function delivery strategy has been developed and implemented successfully, with all institutional programmes repurposed accordingly
- A three-year fundraising strategy has been developed and implemented successfully
- The NMF brand is shaped directly by the organisation's line functions and communications generally prioritise the amplification of core work
- Brand recognition is high
- The organisation's integrated online delivery platforms are recognised as cutting edge and are heavily used both locally and internationally

INPUTS

We aim to be an organisation that is exemplary in terms of good governance, that prioritises training and development, and that embraces financial prudence as a core value. We are committed to optimising our use of human resources, with appropriate career path charting, succession planning, performance measuring and institutional culture strengthening. We will look to: reconfigure organisational structures to support strategic goals; enable effective cross-sectional collaboration; retool positions where necessary; and flatten hierarchies as far as possible. We will strive to ensure that both internal and external communications are robust and cutting edge.

Indicators of success

- Outstanding results from audit, evaluation and other oversight processes
- Successful completion of our policy review process
- High levels of internal compliance with policies and procedures
- The NMF having a reputation for high quality work, quick turn-around times and reliability in meeting contractual and other obligations
- Evidence of a working environment which is safe, secure and conducive to productivity and well-being
- The organisation recruits people who embody its institutional values and are the right fit for the job
- Adoption of a performance reward system that takes into account individual needs without compromising organisational requirements
- The information we need is at our finger tips



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 rather than a vocation.
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.

