



NELSON MANDELA
FOUNDATION

Living the legacy

Mandela

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

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

Tel: +27 (0)11 547 5600
Fax: +27 (0)11 728 1111

F: NelsonMandela
F: NelsonMandelaFoundation
T: @NelsonMandela

www.nelsonmandela.org
info@nelsonmandela.org

107 Central Street,
Houghton,
Johannesburg, 2198

NELSON MANDELA FOUNDATION

2022/2023

NELSON MANDELA FOUNDATION | ANNUAL REPORT 2022/2023

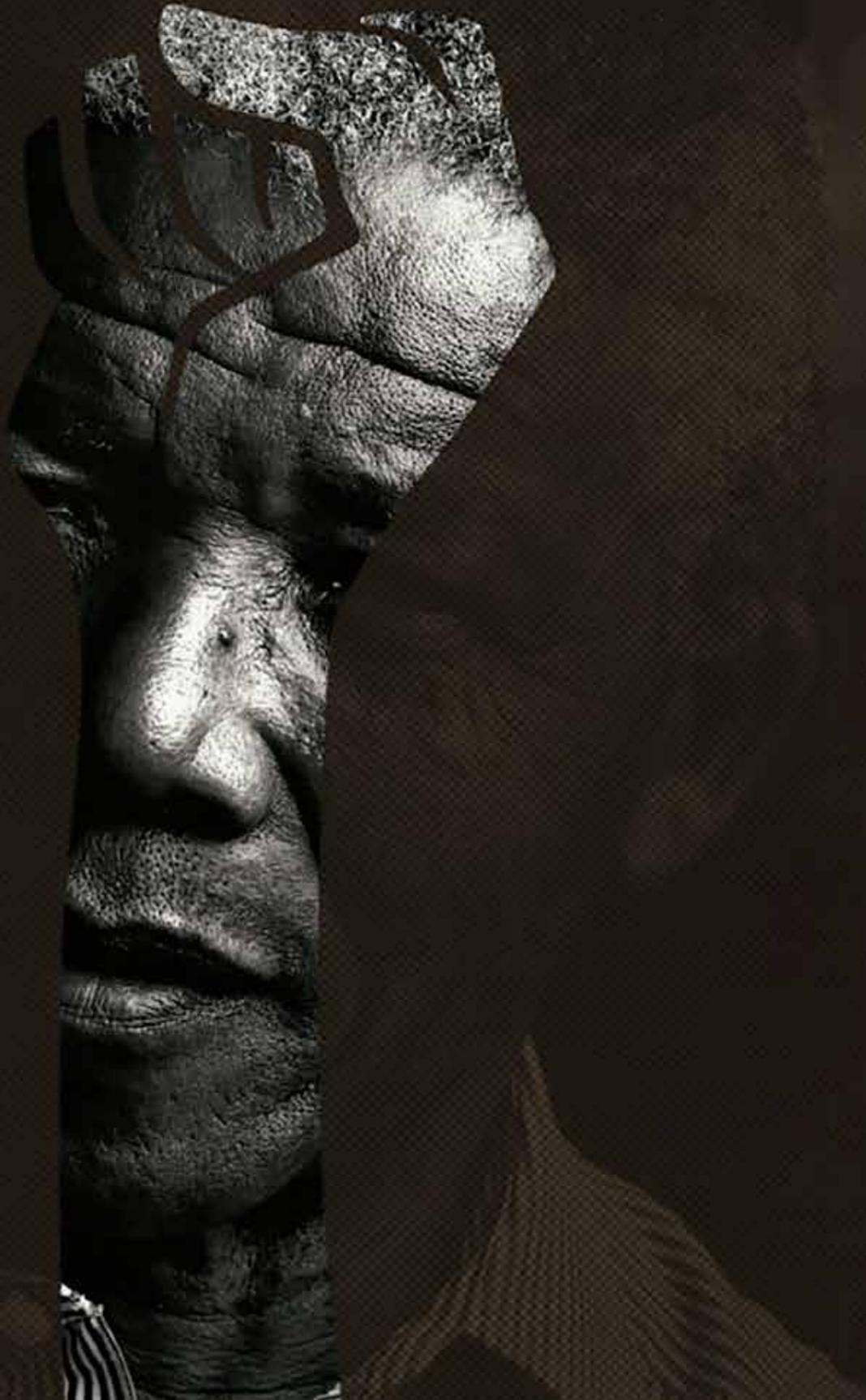


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**NELSON
MANDELA**
ANNUAL REPORT
2022/2023

A decade without Madiba



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OWNING THE LEGACY

WHO we are
WHAT we do
WHY we do it
HOW we effect change

ABOUT THE FOUNDATION



THE NELSON MANDELA FOUNDATION

WAS ESTABLISHED IN 1999 WHEN NELSON MANDELA STEPPED DOWN AS PRESIDENT OF SOUTH AFRICA.

IT CONTRIBUTES TO THE MAKING OF A JUST SOCIETY. ONE WHICH REMEMBERS ITS PASTS, LISTENS TO ALL ITS VOICES, AND PURSUES SOCIAL JUSTICE.

WHO *we are*

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

OUR INSTITUTIONAL VALUES

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

- INTEGRITY** We are committed to being ethical, professional, reliable and authentic.
- PASSION** We care deeply about the world and the work we do in it. We aim to go the extra mile.
- RESPECT** We listen carefully, honour difference, and embrace inclusivity.
- SERVICE** Work for us is a calling. We strive for excellence in serving our publics. We work to build the world of Nelson Mandela's dreams.
- TRANSFORMATION** We are determined to fight injustice in all its forms. We are committed to continuing self-renewal. We welcome creativity.
- TRANSPARENCY** We believe in freedom of information. We strive to share information resources as widely as possible. We respect legitimate restrictions on access.

LIVING THE LEGACY

- 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.



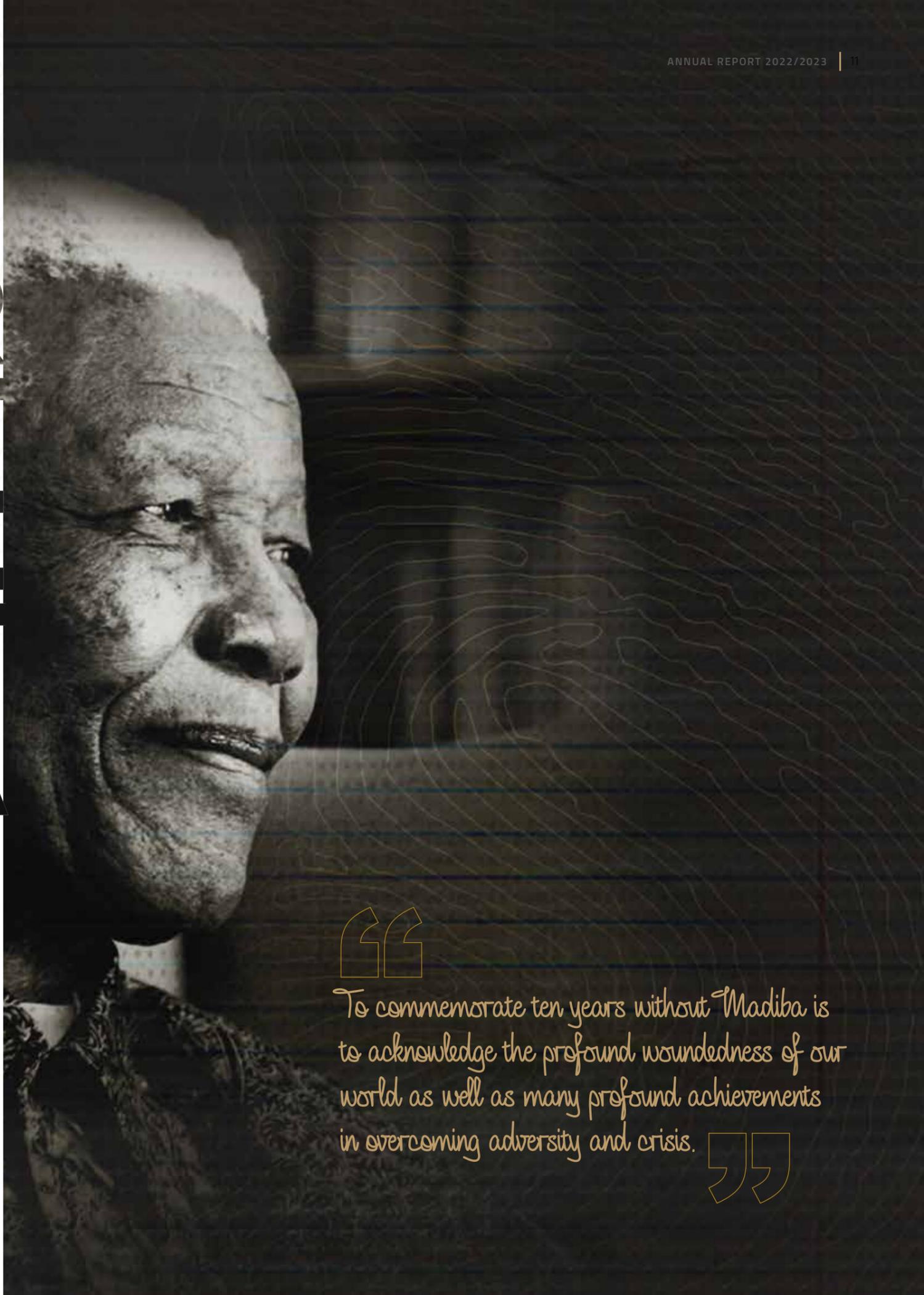
10 YEARS

OUR FIRST DECADE WITHOUT MADIBA

On the 5th of December 2013, Nelson Mandela passed away. We miss him. We miss his astute and decisive leadership, his outstanding values and his overwhelming care and deep love for the people of this country.

As we entered 2023, we began a year-long campaign in commemoration of the 10th anniversary of Madiba's passing. To commemorate ten years without Madiba is to acknowledge the profound woundedness

of our world as well as many profound achievements in overcoming adversity and crisis. The anniversary also represents the Foundation's first decade without him.



“

To commemorate ten years without Madiba is to acknowledge the profound woundedness of our world as well as many profound achievements in overcoming adversity and crisis.

”

REFLECT

We reflect on a few highlights for the institution in our first decade without our founder:

We have overseen large parts of Nelson Mandela's intellectual property and continue to do so.

We have continued to document archival collections related to Madiba, supporting historical research and assisting with the processing of the personal archives of inter alia Winnie Madikizela-Mandela, George Bizos, Frene Ginwala and Achmat Dangor.



2013

Between 2013 and 2016 we partnered with Global Leadership Academy (Germany) in running the international Mandela Dialogues on reckoning with oppressive pasts.

2014

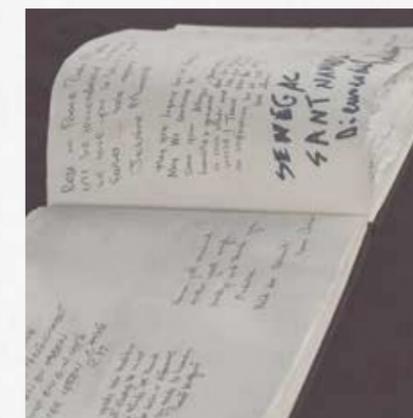
We ran the Archival Platform project in partnership with the University of Cape Town and co-published the project's seminal reports on public archives services in South Africa (2014) and on activist archiving in the country (2018).

2015

Between 2015 and 2017 we undertook research, mediation and dialogue facilitation in support of cross-sectoral work aimed at resolving the crisis in South Africa's tertiary education.

2017

In 2017 we partnered with Columbia University (New York) to launch the Atlantic Fellows for Racial Equity, a transnational programme aimed at developing more effective strategies for combating racism, which continues to thrive six years later.



2018

We 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.

2021

Through the Each 1 Feed 1 campaign, we supported over 100 000 people with emergency food and other supplies during the COVID lockdowns of 2021-2022.

We launched the Vangasali campaign with the Department of Social Development DSD and now the Department of Basic Education DBE aimed at increasing the number of ECD sites that are registered to enable government's subsidy to reach more poor and vulnerable children.

2022

We have hosted the prestigious Nelson Mandela Annual Lecture every year, offering the 20th edition in 2022.

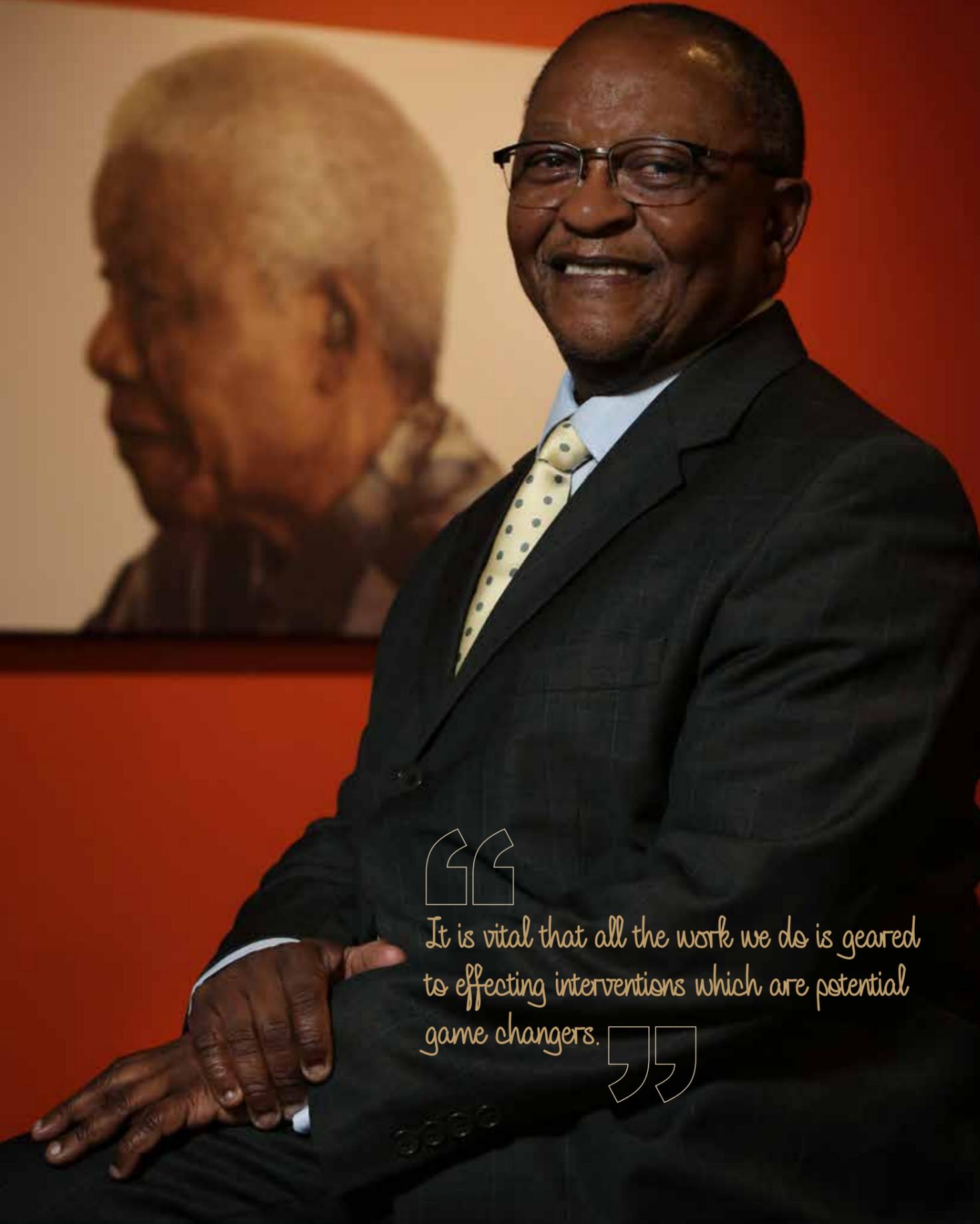
We sustained the international Nelson Mandela Day campaign, unveiled by Nelson Mandela in 2009, giving it a strong climate justice and food security focus from 2022.

2023

We released a successful seven-episode documentary series on Netflix at the beginning of 2023, Live to Lead, featuring role models for good leadership from different parts of the world.

We published several books, viz. Nelson Mandela by Himself: the authorised book of quotations; The Prison Letters of Nelson Mandela and Dare Not Linger: the presidential years.





“
It is vital that all the work we do is geared to effecting interventions which are potential game changers.”

CHAIRMAN'S MESSAGE

Professor Njabulo S Ndebele

SINGULAR CHALLENGE

The reporting period 2022-2023 will be remembered by the Foundation as one of singular challenge. On the one hand, we moved into implementation of a new two-year strategic plan in fraught local and national contexts. Making sense of the historical moment South Africa finds itself in is top of mind for us; as is the sense of urgency informing our exploration of what our task is in that moment. As South Africa's frayed social fabric threatens to unravel completely, it is vital that all the work we

do is geared to effecting interventions which are potential game-changers.

On the other hand, while this Report was being prepared, the Foundation received the resignation of our Chief Executive Officer and the Board of Trustees was seized with an inquiry into the circumstances surrounding it. This has drawn the institution into what will be a period of deep reflection. At the same time, the era of new leadership in the offing requires that we enter it with renewed vigour and confidence.

CHAIRMAN'S MESSAGE

2022 IN PROFILE

The wave of public violence in parts of Gauteng and KwaZulu-Natal (KZN) in July 2021 impacted us directly, as reported last year. Our exposure to the complexities of KZN led us to embark on a six-month project, during which we visited communities affected by the violence, undertook research, and produced a mapping of who was doing what across public and private sectors and civil society. This work fed into a deepening of our focus on constitutionalism and the rule of law.

COVID's continuing impact in our society forced us to undertake close monitoring of the problems and the opportunities experienced in the work-place across South Africa and beyond. By the end of 2020 we had learned to work almost entirely remotely, and through 2021 and 2022, in rapidly changing contexts, we adopted a hybrid approach to working. When all social distancing requirements were ended, we began a reintegration process, starting in May 2022 with a two-day staff retreat. Cultures of office-bound work have shifted, together with expectations. Our current hybrid model has advantages and disadvantages, which we are constantly monitoring. One disadvantage is that team building becomes more challenging. We continue to invest in various forms of retreat, individual coaching and team coaching.

COVID has taken its toll on people's sense of well-being; as have the massive socio-economic and political challenges being faced by South Africa. Manifestations

of depression in society are evident, and there are consequences for all work places. Finding and nurturing the positive energies remains a priority.

We have responded to the volatile contexts in which we work by striving to be grounded in looking for ways of continuing to meet the immediate needs of the most vulnerable communities at the same time as we invested heavily in strategies for systemic change. Our Strategic Plan 2022-2024 acknowledges volatility (both local and global) by covering only a two-year period. The Plan is built around the Foundation's first theory of change and is designed to promote what we are calling a social bonding praxis. This praxis has emerged in our work over the last five years as a response to the reality that our Constitution is not a lived reality for the great majority of the people who call South Africa home.

There are two defining attributes of the praxis: within a particular sectoral space, both a multi-layered network and a shared understanding of common good are built as far as possible from below, working with community-based organisations and networks of practitioners; and structures of civil society, the state and the private sector are engaged as both participants and stakeholders. What is enabled is a space of interrelatedness and interdependence – an ecosystem in which every element plays an important part.

“

We have responded to the volatile contexts in which we work by striving to be grounded in looking for ways of continuing to meet the immediate needs of the most vulnerable communities at the same time as we invested heavily in strategies for systemic change.”

In the last quarter of 2021, we had begun transitioning our Each 1 Feed 1 campaign from being an emergency food relief programme to being a research-based food security programme with a special focus on community gardens and tree-planting. The devastating floods in KZN early in 2022 led us to revive emergency food relief for a short period, as well as to begin thinking about the imperative to engage with the challenges of climate change. The latter was the focus of the 20th Nelson Mandela Annual Lecture in November, and increasingly is informing our food security work.

Not surprisingly, our funding environment has been more volatile than ever. While there is significant resourcing on offer for the meeting of immediate community needs, support for deeper and slower processes of research, analysis and advocacy is harder and harder to come by. It is relatively easy, for example, to raise funding for the building of Early Childhood Development (ECD) centres, but very difficult to support our broader ECD programme dedicated to impacting public policy and securing systemic change. Our growing reliance on corporate funding reinforces this pattern, embeds CSI priorities within our social justice programming, and deepens our sustainability challenge.

This challenge has compelled us to be flexible and creative in our approach and to explore different ways of securing much needed resources. Within this broad frame,

in the reporting period we appointed a new high-impact fundraising team, opened a merchandise shop at our Centre of Memory, built a customised storage facility at the Centre to end our reliance on commercial storage, prepared an NFT offering, researched an intellectual property licensing programme, and unveiled Sanctuary Mandela as a multi-purpose public facility. The latter was Madiba's home between 1992 and 1998, housed the Foundation from 1999 to 2002, and for years had been a non-functional property of the Foundation which had drained resources.



LOOKING BACK, MOVING FORWARD

The period 2021-2023 has been one of great instability for the Foundation. Like many other institutions of civil society in South Africa, we have had to face the full impact of COVID and a very cautious funding environment, at the same time as we also had to navigate through internal organisational turbulence already alluded to. The turnover of staff in this period has been unusually high. The Board of Trustees, together with the Foundation's executive team, are keeping a focussed eye on this trend.

In this tenth year since Madiba passed away in 2013, it is instructive to look further back than the last two years and to remember both the tests thrown at us by

that moment of loss, grief, and uncertainty when we asked ourselves "what future would we have without our Founder?" and the momentum of impact we've had in the decade since. Elsewhere in this Report, we outline what we regard as the highlight achievements for the organisation since 2013. At that moment it was a question whether we had a future without our Founder. I think we've demonstrated that we do. As we negotiate the challenges of today, it will be important to remember where we come from, anchor ourselves in the mandate Madiba gave us as he stepped away from public life, and hold firmly to the long view and the long walk.

As we entered 2023, the Board named the following four compass points for all our endeavours:

- To maintain and affirm our role as a trusted voice, both on critical social issues and on the life and times of Madiba, becomes ever more important given the uncertainties and dangers of the historical moment in which we are.
- We should be mindful of becoming too averse to risk. If we are to contribute meaningfully to finding sustainable solutions to the intractable problems confronting our society, then we will have to take risks backed by our strength of mind, Madiba's ethical convictions, and our belief in the future of our country and the African continent in a turbulent world.
- To guard jealously our capacity for research, analysis, and publication for reflection and public discussion.
- To strive to be grounded in the contexts of the moment and be informed by our experience and be able to intervene at any level of society. Vision, mission, Trust Deed and strategic plan can take us so far – beyond them, we continue to strive to be guided by clarity on what our singular task should be in the moment.



THANK YOU

On behalf of the Board of Trustees, I am grateful to the staff of the Foundation who, in keeping with the character and values of our Founder, are driven by their belief in the importance and value of the contribution of the Foundation to the common good. The rest of this Report bears testimony to their work.

I cannot thank enough my fellow Trustees for their constant support in the work that we do together on behalf of the Foundation.

We have many friends, partners and supporters to thank, in South Africa and across the world, who continue to believe in the Nelson Mandela Foundation and the work it is committed to do.

Professor Njabulo S Ndebele
Chairman

“

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”



CIVIL SOCIETY BENCHMARK

WHAT *we do*

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We strive to raise the bar on what it means to be a successful not-for-profit and be regarded as a civil society benchmark.

”

“I am relieved, as there are people who care, people who still knock at the door... I am grateful that the Nelson Mandela Foundation is dedicated to helping us.”

Thabiso Ndlaku



The Nelson Mandela Foundation continues to be widely recognized and referenced as a prominent civil society organization in South Africa, and it holds a significant presence in the global media market.

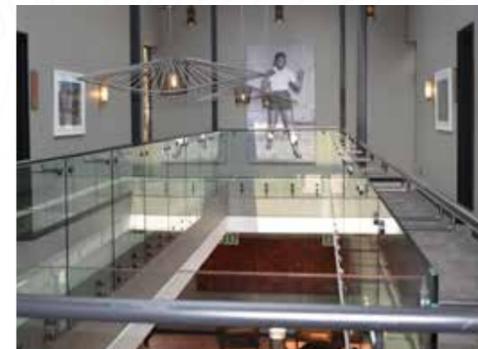
The level of brand awareness has reached unprecedented heights. We are responsible for managing a substantial portion of Nelson Mandela’s intellectual property, which presents various unique challenges. Our financial audits consistently yield positive results, our processes receive favourable evaluations from participants, and numerous organizations seek to learn from us (as elaborated in the Trusted Voice section below), all of which highlight the strength of our institution. However, we acknowledge that there is room for improvement, and prioritizing institution-building remains crucial for our organization. Significant progress has been made in several areas during the reporting period.

We received handover of two construction projects this past financial year. The first is the enhancement of the storage facility at the Nelson Mandela Centre of Memory, reducing dependency on external storage units. Together with our partners, we also completed construction on the Goodwill Collection shop that has been supporting our fundraising and sustainability imperatives. Lastly, we continue to support the management of Sanctuary Mandela, our venture with Motsamayi Holdings that has seen Nelson Mandela’s former 13th Avenue address being turned into a boutique hotel and convening offering.

Our solar project to provision at least 51% of the Foundation's power requirements is still pending approval from the City and we are very eager to reduce our reliance on diesel generators during hours of loadshedding.

In maintaining the safety and security of the Nelson Mandela Centre of Memory (from where the Nelson Mandela Foundation operates), we have successfully implemented an electronic Visitor Management System. This also means that our security access records are privately stored and POPIA-compliant.

A large number of the institution's Information, Communication and Technology services now reside across various cloud environments which has led to increased accessibility, location-agnostic as well as enhanced productivity internally, especially as we support staff working in our hybrid work model. We continue to modernise how the Foundation works, keeping up to date with leading technologies. This includes the completion of the migration of our records using the SharePoint records management tool and introducing Salesforce and Dmarc (Domain-based Message Authentication, Reporting and Conformance) to our environment during the reporting period.



We have also implemented a number of additional cyber security measures in the past year, which have been crucial in minimising our exposure to cyber crimes and hacks. To support these efforts, we have run a number of cyber awareness training workshops for colleagues, preparing them with real-life risk scenarios and regular

information sessions on emergent cyber-attack methods, how to spot them and what to do if we suspect something malicious.

Added to that, we have successfully introduced multi-factor authentication to many of our systems, further supporting our cyber security imperatives.

Minimising our exposure to cyber crimes.



SECURING EQUITY & SUSTAINABLE SOLUTIONS

Early Childhood Development (ECD) remained an important area of work for the Foundation that we believe is crucial in ending cycles of intergenerational poverty. During the reporting period, we entered into a memorandum of agreement with the Department of Basic Education (DBE) pertaining to the Vangasali campaign. Policy and praxis as well as thought

leadership remained key elements for the work done especially by the Dialogue & Advocacy unit, building on the work of previous years. The unit was in a period of transition during this period, with the appointment of a new Head of Department in Sumaya Hendricks and new members also joining the team.

“

The Nelson Mandela Foundation aims to be a respected change agent with a measurable influence on public policy and other instruments for securing sustainable solutions to intractable social problems.

”



VANGASALI CAMPAIGN

Phase ONE

Vangasali, which means 'No one left behind', aims to expand the registration of ECD services in the country through the roll-out of streamlined processes and a developmental framework which creates a pathway for the registration of all types of ECD services. The need for this was highlighted by the 2021 ECD census conducted by DBE which showed that 60% of ECD services are not registered. This means that the majority of sites fall outside of the government's system of oversight and support, and that ECD services

in poor communities are unable to apply for a government subsidy. The reality is that many of these unregistered programmes operate in informal settlements, townships, on unproclaimed land and in rural areas – these are where children from poor households are accessing these programmes. As such, Vangasali adopts a pro-poor approach to ECD service registration as it recognises that ignoring the reality that ECD services are operating in these contexts systemically disadvantages the poorest of children.

In April 2022, the state department responsible for ECD moved from the Department of Social Development (DSD) to the Department of Basic Education (DBE). The Vangasali campaign which is spearheaded by DBE and which the Foundation along with Impande SA

and Data Innovators support, encompasses three phrases. Phase 1 (Count) focused on counting ECD services across the country, using crowdsourced data. This phase was completed in 2020 and the data on ECD services fed into the 2021 ECD census conducted by the DBE.



Phase TWO

Phase 2 (Register) aims to massify registration by introducing:

- New workflow process for DBE officials including the use of Jamborees,
- Standardised application packs used by ECD services to apply for registration,
- ECD site assessments and making registration decisions using the ECD Registration Framework, which creates a developmental path for an ECD centre to enter the system and progress towards full registration, and
- An online registration management tool for tracking registrations across South Africa.



To date, almost 5 000 ECD services have been through registration jamborees. To facilitate the rollout of Phase 2 of the campaign, training was convened for officials across all provinces with the Vangasali team also providing ongoing support to them. To enable this on-going support, working with the DBE, we appointed Vangasali coaches to assist all provinces.



Phase THREE

Phase 3 (Intervene) is geared towards assisting ECD services who need support to at least meet the basic requirements for registration. In other words, even though the registration levels have been introduced to enable conditional registration, many ECD services will still not be able to meet even bronze level requirements.

In October 2022, we hosted President Ramaphosa for a walkabout at the Little Flower Early ECD Centre in the Winnie Madikizela-Mandela local municipality. The Centre was built using some of the funds donated by the President as part of a pledge to donate a portion

of his salary to the Foundation. The engagement focused on promoting awareness of the importance of the early years of a child's life. Moreover, it showcased the kind of interventions in which interested stakeholders can get involved under the auspices of Phase 3. This was one of three centres the Foundation built in 2022, with more ECD centres planned for 2023.

Phase 2 of the Vangasali campaign is ongoing and will run concurrently with Phase 3, given the scale of the sites that need to undergo the registration process with the DBE.

VANGASALI

The Vangasali campaign stemmed from a series of multi-departmental roundtable convenings which was supported by the Foundation. These roundtable discussions, which commenced towards the end of 2018, were jointly convened by the South African Local Government Association (SALGA) and the Department of Social Development. The roundtables were held at SALGA and aimed at strengthening ECD service delivery by local authorities. The Department of Cooperative Governance and Traditional Affairs, the Department of Basic Education and the Department of Health also formed part of these discussions. As such, the genesis of the Vangasali campaign occurred in dialogue engagements, which demonstrates what can be achieved through sustained and deliberate convenings.





CLIMATE ACTION & FOOD SECURITY

Our work in responding to people in crisis continued over this reporting period and we have supported many families across the country with the Each 1 Feed 1 campaign which took place through the COVID-19 lockdowns. In doing that work, it became clear that longer-term and sustainable interventions were needed to continue supporting families, especially supporting families against food insecurity.

To that end, we worked with expert partners in small-scale agriculture and distribution and began a series of interventions in various parts of the country to support under-resourced neighbourhoods to establish community-based food gardens and launched our 1 Million Trees campaign to combat food insecurity and combat climate change.

In our research to identify appropriate communities to work with, we considered whether community stakeholders require seedlings, equipment, water as well as irrigation solutions, training or any other needs

our implementing partners can provide in establishing communal food gardens.

After the needs assessment has been conducted, a budget is produced and, with our partners, we endeavour to meet the needs of the community and capacitate their food gardens.

After the needs assessment has been conducted, a budget is produced and, with our partners, we endeavour to meet the needs of the community and capacitate their food gardens.

PARTNERS

We have been able to support the following community-based food gardens with the support of our partners:



EMTONJENI ZANDSPRUIT GAUTENG

Launch of Mandela Day 2022 on the 4th of May 2022. Planted trees and capacitated the community food garden as part of the activation.



ACTIVATIONS

ZWIDE DEVELOPMENT FORUM

ZWIDE EASTERN CAPE

Mandela Day activation on the 18th of July 2022, occurred in the community, with tree planting, the capacitation of the community food gardens and assisting the community with the water crisis in the area.



SOBANTU COOPERATIVE

PIETERMARITZBURG

KWA-ZULU NATAL



Capacitation of community food gardens through training, supply of seedlings, equipment and assistance with irrigation.

NEEDY KIDS ECD CENTRE

DIEPSLOOT

GAUTENG

Further capacitated existing food gardens to ensure children are able to supplement their nutrition with produce grown and that the food garden serves as a means to educate young children on how to grow their own food.



Towards our efforts in combating climate change, with implementing partners from various sectors, our work through the Mandela Day programme has planted in excess of 5000 trees throughout the reporting period across Gauteng, Mpumalanga,

KwaZulu-Natal, the Eastern Cape and the Western Cape. As we progress towards our nominal 1 Million Trees, 60% of the trees will be fruit trees, thereby combating climate change as well as food insecurity

GARDENS

1000 TREES

FOOD DISTRIBUTION

In April, a sustained period of heavy rainfall caused severe flooding and landslides, the death of 448 people, the displacement of over 40,000 people, and the complete destruction of over 12,000 houses along the east coast of South Africa.

It also severely damaged people's homes, and destroyed roads, hospitals and schools. The affected families had to stay in churches, halls, and rescue homes. On the 18th of April, the President of South Africa declared a national state of disaster due to the floods' severity.

To support people facing crisis, the Nelson Mandela Foundation made calls to different stakeholders and donors to help the affected families as search and rescue efforts were

underway. Having done a lot of emergency intervention work over the Each 1 Feed 1 campaign, the Mandela Day team travelled to many parts of KwaZulu-Natal and supported 760 people at the Faith Mission Church, 740 people at the Emaoti Community Hall, 280 people at the Mzinyathi hall, 800 people at the Ntuzuma F Section Community Hall, and 168 people at the Mzinyathi Inanda, Mkhabela Ward 8 over May and September 2022 in Ethekewini Municipality



KEY LEARNINGS:



- Long-term, sustainable interventions require joint input from community members as stakeholders. If the people in the community do not buy in or consent, this work is not possible.
- Communities respond to threats which impact them directly, and many places are using the language of climate change to describe significant weather events that impact their livelihoods.
- There is an opportunity for more in-depth research and advocacy in relation to climate change and its impact on communities.
- There is an opportunity for a more in-depth focus on education for communities.

EMERGENCY INTERVENTIONS

In 2020–2022 the Nelson Mandela Foundation found itself providing different forms of emergency relief assistance to vulnerable communities in KwaZulu-Natal. This was in response to the COVID lockdowns in 2020, the wave of public violence in July 2021, and the devastating floods in the province early in 2022.

RESCUE EFFORTS

INTERVENTIONS

KZN PEACEBUILDING

Supported by Old Mutual, the Foundation inaugurated a research-based project to better understand the underlying conditions of precarity in KwaZulu-Natal (KZN) and to explore possible initiatives for building sustainable peace and well-being. The project was anchored by the Leadership Development department.

Between November 2021 and May 2022 the Nelson Mandela Foundation's Leadership Development team, supported by consultant researcher Sigcino Kubeka, studied KZN intensely with a view to mapping initiatives being taken across sectors. The Foundation also partnered with the Institute for Afrikology on two social cohesion workshops with KZN community representatives in December 2021 and March 2022 and hosted for one day at the Foundation a national social cohesion workshop convened by the Institute.

On 29 June 2022, the Foundation hosted a dialogue on constitutionalism and the rule of law, with the Chief Executive Sello Hatang speaking about the work done in KZN. The next day he and one of the other speakers were interviewed on SAFM. Also in June, staffer Kneo Mokgapa and researcher Sigcino Kubeka conducted extensive interviews in KZN with a view to generating a podcast

aimed at contributing to reckoning with the public violence of July 2021.

Our findings from this work indicate that social bonding and respect for the rule of law in the province have faced other challenges. In rural areas, growing tension has characterised the ways in which the Ingonyama Trust has related to communities.

More broadly, the ways in which traditional leaders have extracted wealth from communities and compromised their well-being in deals with mining and other corporations have been damaging. As have the ways in which Zulu identities have been mobilised by inter alia the royal family, former President Jacob Zuma, factions within the province's governing party, and the Inkatha Freedom Party.

“

The ways in which traditional leaders have extracted wealth from communities and compromised their well-being in deals with mining and other corporations have been damaging.

”

Amongst many other challenges, four more demand mention. Factionalism within the governing party in recent years has manifested in increasingly violent ways, with political assassination a common occurrence. Racialised tensions between communities self-identifying as 'African' and 'Indian' continue to simmer, with recurring cyclical waves of public violence (at thirty-six-year intervals - 1949, 1985, 2021) a feature. Manifestations of

xenophobia and Afrophobia are growing, especially in the Durban metro. These are not unrelated to the various mobilisations of Zulu identities mentioned above. And last but not least, what can only be called systematic sabotage, undertaken as a form of insurrection in response to the imprisonment of former President Zuma, was unleashed in July 2021.

LITIGATION

Two special litigation projects were pursued in the reporting period.

AfriForum appealed against the Equality Court's ruling in favour of the Foundation in relation to gratuitous displays of the apartheid-era national flag being a form of hate speech.

This matter was heard in the Supreme Court of Appeals, and the judgement was in favour of the Foundation.





DEVELOPING EFFECTIVE LEADERSHIP

“

When the history of our times is written, will we be remembered as the generation that turned our backs in a moment of global crisis or will it be recorded that we did the right thing?

”

EVERYONE A LEADER

Everyone a Leader is a leadership development workshop offering, which can be customised to the needs of specific clients.

In 2022, we ran five pilot workshops as we fine-tuned both content and facilitation, and brought promotional collateral close to completion. Progress with the project has been disappointing, due to our supplier not being able to satisfy the brief after a lengthy supplier bidding

process. The departure of Noreen Wahome set the programme back significantly, along with challenges with the regular availability of both Verne Harris and Sello Hatang.



NELSON MANDELA UNIVERSITY

The Nelson Mandela Foundation has a memorandum of understanding with the Nelson Mandela University, in terms of which the two institutions look to find ways of collaborating together on issues of mutual interest.

Four specific projects have emerged from the partnership during the reporting period: a content development initiative for the Atlantic Fellowship for Racial Equity programme (see below); a food security project; an affordable housing project together with Habitat for Humanity; and the conceptualisation of a proposed Transdisciplinary Institute for Mandela Studies (TIMS).

Verne Harris is an Adjunct Professor at the University and, in terms of the memorandum of understanding, dedicated a quarter of his time to the University (which pays a quarter of his salary). Two workshops were convened with University stakeholders to explore the TIMS concept, and a series of focus groups were facilitated as part of a University initiative to define the institutional meaning of the name Mandela.



UNIVERSITY OF CAPE TOWN

The Foundation has a partnership with the University of Cape Town to develop the university's Nelson Mandela School of Public Governance into a multi-purpose public facility on the slopes of Table Mountain. The Foundation would have permanent and temporary exhibition space in

the facility. Little progress was made in the reporting period, as the SANParks approval for the development could not be secured. However, we attended a number of routine meetings and contributed to the heritage consultation process.



EARLY CHILDHOOD DEVELOPMENT

LEADERSHIP TRAINING COURSE

In recognition of the important role that ECD forums play in their respective communities as well as their untapped leadership potential, the Foundation in partnership with the Early Care Foundation developed an ECD Forum Leadership Training course that is being piloted.



“

The hope is that this helps to facilitate greater investment in the leadership capability of ECD forums.

”



Two representatives from 13 ECD forums were selected as part of the roll out of the pilot programme. Once the course has been completed, the manuals will be made publicly available so as to enable other organisations to also run and adapt the course. The hope is that this helps to facilitate greater investment in the leadership capability of ECD forums.

The Foundation continued to meaningfully participate in thought leadership and the production of knowledge through the Narrative & Leadership Development unit.

LEADERSHIP

TRAINING

ARCHIVAL RESEARCH

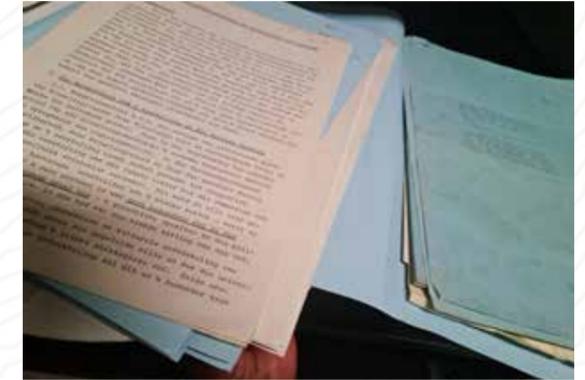
Over the report period, we have assisted a number of researchers and members of the public to access the archive in our custody

Notable publications

PRODUCED WITH OUR SUPPORT INCLUDE THE FOLLOWING:



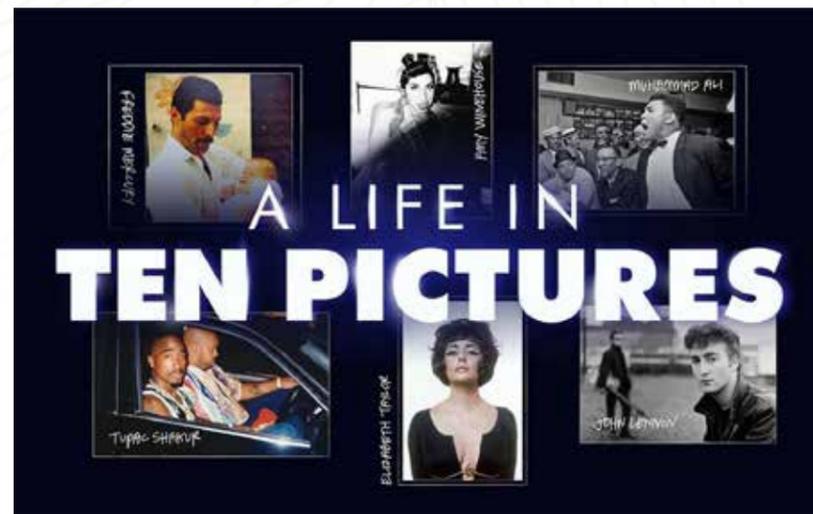
Winnie Madikizela-Mandela Collection



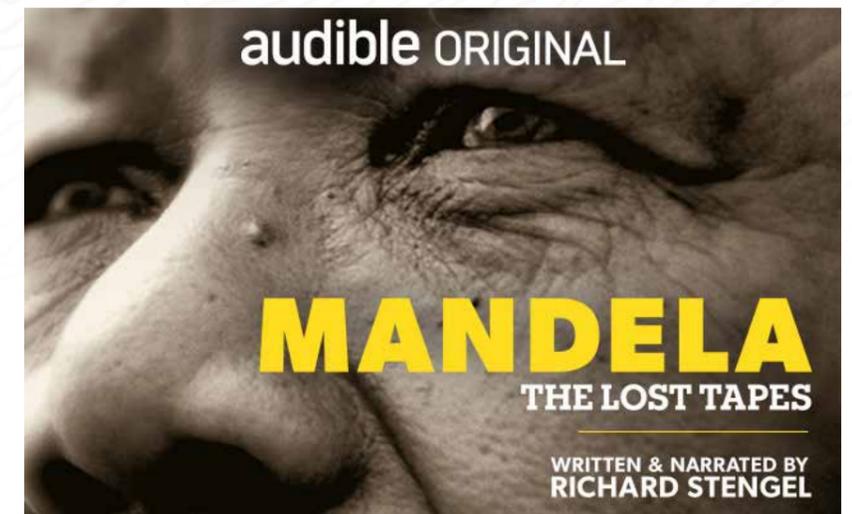
Jakes Gerwel Foundation



Blackwell and Ruth for the Live to Lead Netflix series and a documentary on Mandela



The BBC for a programme on Madiba for their "A Life in 10 pictures" programme



Rick Stengel was given full access to his interviews with Madiba to produce the podcast series Mandela: the lost tape with Audible books

We hosted a week-long training workshop on record keeping and archives management for the Truth Commission of The Gambia and the Central African Republic and we demonstrated our digital archiving technology to a number of organisations eager to

learn from us, including the South African Reserve Bank, the Sirleaf Johnson Centre for Governance, The University of Western Cape and Robben Island Museum's Mayibuye Centre, and the Desmond and Leah Tutu Foundation.

During the report period, we have accrued additional material from author and historian, Luli Callinicos, and worked closely with the widow of our previous CEO, Achmat Dangor, in securing his personal archive of literary works by facilitating its donation to Wits University and establishing a literary prize

in his honour. We continue to support the Jakes Gerwel Foundation with the archiving of Prof Gerwel's material. Work on the Winnie Madikizela-Mandela Collection has been concluded and her archive has been catalogued, organised and described.

DIGITIZATION & PRESERVATION

PAPER

Documents and Pictures Scanned	Number of Items
Winnie Madikizela-Mandela collection (Madibas papers)	1253
Centre of Memory collection (boxes 2-4)	1392
Jakes Gerwel Collection 1&2 (2 boxes)	1362
Total	4007

AUDIO DIGITISATION

Audio	Number of Items
Digitised audio tapes	4
Sahm Venter Collection: Transfer of Audios from CDs to the server	110

SOUND & VIDEO

Sound & Video	Number of Items
Editing and providing AV material upon request	on-going
Expanding on file titles and renaming for AV collections in the Support drive and doing Quality Control work on Atom	200 Folders

METADATA AND DIGITAL PRESERVATION

Archival Collection Format	Atom records entered	Archivematica files ingested
Sound and Video	1591	0
Documents	866	4687
Published drafts	6 000	-
Photographs	900	600
Tributes	33	-
Filmography	2	-

Total

47 876 + (400 Archivematica metadata entries) = **48 276**

NELSON MANDELA PRISON TRANSCRIPTS

After many years of searching, the Foundation was able to locate transcripts of Nelson Mandela's 1980s prison conversations in the Kobie Coetsee Collection at the University of the Free State. This is a critical historical resource and a preliminary assessment of the transcripts has been

undertaken. This material will be used to enrich existing leadership development programmes at the Foundation and will be publicly available as part of the archive on the life and times of Nelson Mandela.



This material will be used to enrich existing leadership development programmes at the Foundation.



OUR VOICE

The following publications were produced over the reporting period:



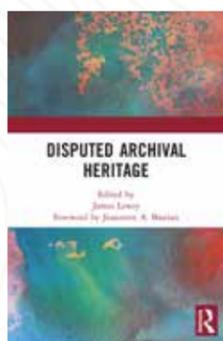
Verne Harris

Head of Narrative & Leadership Development



Razia Saleh

Head of Archives & Research



Settler to Settler

(With James Lowry),
Archives and Records
43, 2 (2022), pp.161-163



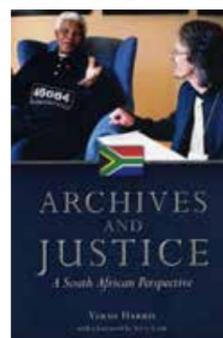
Ghosts of Archive

Reprinted as a
paperback, 2022



**From Othering
to Belonging**

Keynote address at the
conference “Met Andere
Ogen”, City Archives of
The Hague, May 2022



**Meanings of
Mandela**

Public lecture, City
Archives of The Hague,
May 2022



**Violation of a Truth
Commission**

Keynote address for
the conference “Truth
Commissions: Issues of
Access and Ownership”,
McMaster University,
Hamilton Canada, October
2022

**Reject Commissions of Enquiry,
the Poisoned Colonial Chalice
that do not deliver Justice**

Mail and Guardian 7 November 2022

[View It Here](#)

Nelson Mandela: War and Peace

Paper presented at the Kim Dae-jung, Willy Brandt, and Nelson Mandela

The World Leaders of Peace, Reconciliation and Solidarity

Online, 24 March 2022, Yonsei University, Seoul, South Korea

The Archive at the Centre of Memory

Paper presented at the Archives and Special Collections Shared Archival Heritage:
The Voices from the Foundations. Online, 26 May 2022, University of Johannesburg.

Sport has the power to change the world: The Nelson Mandela Archive

Paper presented at the III International Seminar on Sports Archives: Sports and Human
Rights, online, 9 May 2022, Girona, Spain



Kneo Mokgopa

Narrative Development Manager

Between the Map, We Make Each Other Human Again

Daily Maverick 14 October 2022

Siyawa: What Would Happen if Madiba Returned

Johannesburg Review of Books 15 November 2022

A Leader Is Not A Lone Genius, But a Joyous Human Being

Keynote address to the 1st Emerging Leaders Legacy Symposium, the University of the
Witwatersrand 28 September 2022

Unthere Antivaxxers

Daily Maverick 14 March 2022

OUR VOICE

PUBLICATIONS

CONSTITUTIONALISM



“

Given our bitter experience of oppression and repression, we are determined that our country should be a truly thorough-going democracy in which the rights of all its citizens are inviolable and in which all will be equal before the law.

- Nelson Mandela, 1990

”

DEMOCRACY

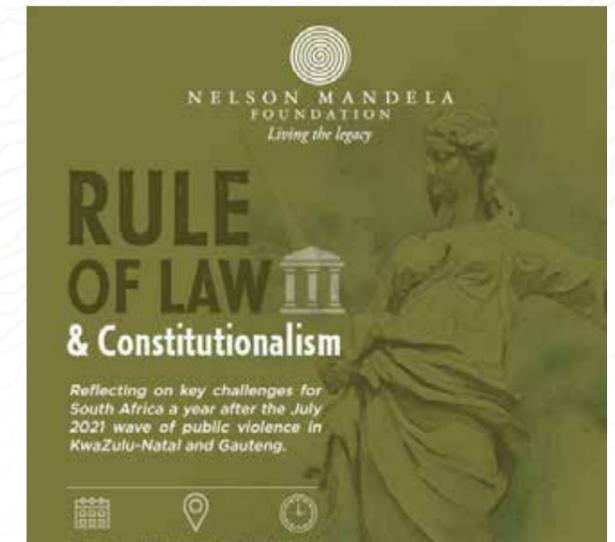
RULE OF LAW AND CONSTITUTIONALISM

On the 29th of June 2022, the Nelson Mandela Foundation, in partnership with the Hanns Seidel Foundation, hosted a dialogue on the Rule of Law and Constitutionalism.

The objectives of this dialogue were to explore what is needed to ensure that the principle of no one being above the law prevails; to elevate the link between justice and the rule of law on the one hand, and peace and constitutionalism on the other; and to develop an understanding regarding the role of different societal stakeholders in bringing about accountability.

This dialogue was addressed by Advocate Anton du Plesis, the Deputy National Director of Public Prosecutions at the National Prosecution Authority, Professor Sandy Africa from the University of Pretoria, and Ms Ottilia Maunganidze from the Institute of Security Studies were respondents.

“ To elevate the link between justice and the rule of law on the one hand, and peace and constitutionalism on the other. ”



LAWFUL

CONSTITUTIONALISM

TWO YEARS AFTER MAHLANGU

Taking stock of Domestic Work in South Africa



In November 2022, the Foundation partnered with the Socio-Economic Rights Institute on a dialogue, "Two Years after Mahlangu: Taking Stock of Domestic Work in South Africa".



Together, we wanted to create a dialogue between government, civil society organisations representing domestic workers and employers, and other key decision makers about critical issues in the domestic work sector on the anniversary of the Mahlangu judgment. The Mahlangu victory can be used as a point around which issues in the sector are brought to the forefront of the public discourse.

In the case of *Mahlangu v Minister of Labour*, the Constitutional Court of South Africa considered the issue of compensation for occupational injuries and diseases concerning people employed as domestic workers. The court ruled that the exclusion of domestic workers from the compensation scheme was unconstitutional and discriminatory.

“

As a result, the ruling expanded the scope of protection for domestic workers, ensuring they are entitled to compensation in case of work-related injuries or illnesses.

”

The precarious working conditions faced by domestic workers were highlighted in the dialogue, conditions which are demonstrably rooted in South Africa's colonial history. Given the importance of the judgment and what it allows for, it is surprising

that, by June 2022, only 7 claims had been made and further that only 5 had been accepted. This highlights the need for further advocacy and education campaigns on the Mahlangu judgment, which the dialogue itself was a space for.



The keynote address was delivered by Seeham Samacai (Director, Women's Legal Centre), and the speakers were Pinky Mashiane (United Domestic Workers of South Africa), Chriscy Blouws (Women's Legal Centre),

Nokuthula Sihlangu (Compensation Fund), and Jacqueline Utamura-Nzisabira (UN Women). The discussion was facilitated by Keitumetse Fatimata Moutloatse (Black Womxn Caucus).



“The precarious working conditions faced by domestic workers were highlighted in the dialogue, conditions which are demonstrably rooted in South Africa's colonial history.”

DOMESTIC WORKERS

CONDITIONS

DIALOGUE & ADVOCACY FELLOWSHIP

For a second year, the Nelson Mandela Foundation has hosted a fellowship within the Dialogue and Advocacy unit with the support of the Hanns Seidel Foundation.

The theme for the fellowship for 2022 was 'Bridging the Gap' between education and labour. Cycles of poverty and exclusion are cyclical and continue to influence graduates despite them attaining a tertiary education. This suppresses their concept of choice in the labour market. While the extent of the graduate unemployment challenge is debated, there is agreement that not all graduates enjoy the same labour market access. Various articles were published by Luveshni Odayar, who won this year's fellowship. In addition to various writing outputs, a dialogue was also hosted in partnership with the National Youth Development Agency (NYDA).

This dialogue explored the gap between education and labour. The panel comprised the Executive Chairperson of the NYDA, Ms Asanda Luwaca who also delivered the keynote address; the Chief Executive of the Nelson Mandela Foundation, Sello Hatang; the Head of Social Impact at the University of Stellenbosch Business School, Dr Armand Bam; Commissioner at the South African Human Rights Commission,

Bokankatla Joseph Malatji; Collins Ombajo who is the Inclusion and Diversity Officer at the Action Network for the Disabled in Kenya; Head of Talent and Diversity at the South African Employers' Forum for Disability, Nontobeko Mdhuli; and Lidia Pretorius, an activist and independent disability and Inclusion consultant.

The dialogue brought together various stakeholders from different sectors to share their insights on the challenges that prevent persons with disabilities from gaining equitable and meaningful access to employment. The dialogue reminded us of the role we must play in innovating solutions towards the dismantling of both the attitudinal and physical barriers that continue to stigmatise persons with disabilities and deny their rights to meaningfully participate in the South African workforce. Until we remove these barriers and these patterns are shifted significantly, young people with disabilities will continue to be on the periphery of discourse on employment and transformation.

“

The dialogue reminded us of the role we must play in innovating solutions towards the dismantling of both the attitudinal and physical barriers that continue to stigmatise persons with disabilities and deny their rights to meaningfully participate in the South African workforce.

”





TRUSTED VOICE

“

The Nelson Mandela Foundation is regarded as a trusted voice on critical social issues and on the life and times of Nelson Mandela.

”

EXHIBITIONS

Over the reporting period, we hosted and showcased several exhibitions in the temporary exhibition space as well as within our Permanent Exhibition on the Life and Times of Nelson Mandela.



Reality Check: Walter Sisulu

Accused #2 exhibition | April 2022-March 2023

This exhibition was based on the original audio recordings from The Rivonia Trial which sentenced Nelson Mandela and several other anti-Apartheid activists to Robben Island for sabotage and conspiracy to overthrow the apartheid government. Over 250 hours of audio from the trial have been digitised and restored. The recording of Sisulu interacting with the Prosecutor Percy Yutar and Justice Quartus de Wet is presented in the exhibition in animated virtual reality. This exhibition was produced and developed by La Generale de Production.

The opening of the Reality Check exhibition was accompanied by a conversation between the Foundation's Head of Leadership Development, Professor Verne Harris, and Anthropology lecturer at the University of Witwatersrand, Dr Kholeka Shange, where they explored Prof Harris' book, Ghosts of Archive, as well as Dr Shange's work on photographic archiving of Princess Magogo.



Infinity to the power of women

August 2022 – March 2023

Infinity to the Power of Women was an exhibition of eight artworks that iconise and honour South African women that significantly contributed to establishing democracy in South Africa. The Nelson Mandela Foundation in collaboration with artists Shui-lyn White and Christiaan

Diedericks, conceptualised the exhibition and held its opening during Women’s Month in South Africa. This exhibition can also be viewed online on the Nelson Mandela Foundation website as well as on our profile on Google Arts & Culture.



Free at last

June 2022

On the 23rd of June, the Nelson Mandela Centre of Memory hosted a handover ceremony in which Lourens and Lorato Labuschagne donated their Apartheid South African flag to the Nelson Mandela Foundation archives in exchange for the new South African flag. The ceremony was followed by an insightful and moving panel discussion with the Labuschagnes, Candice Mama, author of *Forgiveness Redefined: A Young Woman’s Journey Towards Forgiving the Apartheid Assassin who Brutally Murdered Her Father*, and Gaongalelwe Tiro, author of *Parcel of Death: The Biography of Onkgopotse Abram Tiro*. The discussion was facilitated by Verne Harris.

To accompany the ceremony and discussion, we curated a small exhibition on the current South African flag. This exhibition used artefacts, documents and speeches from the archive to trace the development of the flag, its symbolism and its meaning. The dialogue reflected some of the meanings and opportunities for healing brought about by our litigation at the High Court which has held that gratuitous displays of the old, Apartheid flag constitute hate speech and seriously demeans the dignity of the victims of Apartheid.

Life and Times of Nelson Mandela

Over the report period, we produced a travelling version of the Permanent Exhibition on the life and Times of Nelson Mandela. Its debut showing was at the Joburg Theatre during a performance by Ladysmith Black

Mambazo, held in tribute to Madiba on Mandela Day. It stayed in the space for two weeks before travelling to KwaZulu-Natal for the 20th Nelson Mandela Annual Lecture at the Durban International Convention Centre.



Living the Legacy

The Nelson Mandela Foundation exhibition

We also produced an exhibition on the Nelson Mandela Foundation itself during the reporting period, highlighting the work we do in building the country of Nelson Mandela's dreams. This exhibition was also shown at

Joburg Theatre during Ladysmith Black Mambazo's performance as well as at the Durban International Convention Centre for the Nelson Mandela Annual Lecture.

Red Bus City Sightseeing

We have successfully worked with the City Sightseeing tourist bus, commonly known as the Red Bus, to bring local and international tourists to the Nelson Mandela Centre of Memory as a stop on one of its routes around Johannesburg.

To accommodate weekend tours, we are now open on Saturday mornings and visitor numbers to the Foundation to view our exhibitions are increasing. During this reporting period, we had approximately 1500 visitors coming specifically to view the exhibitions, often with guided tours included in the package.



Exhibition walkabouts

Several exhibition walkabouts were held between March and November 2022. These walkabouts were special events to increase

footfall and create awareness around the exhibitions hosted and the offerings in archives and research.



HOW *we effect change*

WORKING GLOBALLY

“
Do what you can,
with what you have,
where you are.”

ANNUAL LECTURE

The annual lecture continues to be a flagship convening in the calendar of the Nelson Mandela Foundation, attracting key stakeholders and world leaders to engage in dialogue on critical matters.

The speaker for the 20th Nelson Mandela Annual Lecture was the Prime Minister of Barbados, the Honourable Mia Mottley. The Prime Minister has been a vibrant and inspiring advocate for climate justice around the world, and has promoted a robust decolonisation discourse. She was recognized for her work and bestowed with the 2022 United Nations Champion of the Earth award, which is the United Nations (UN) highest environmental honour.

The theme of the lecture was Social Bonding and Decolonisation in the Context of the Climate Crisis: Perspectives from the Global South. Prime Minister Mottley spoke to intersecting global crises, all of them underpinned by a persistent colonial patterning and a global financial system which is profoundly unjust and still rooted in its colonial pasts. Justice for the world, she suggested, is not imaginable while the most basic aspects of freedom have not been guaranteed. She invoked Nelson Mandela as a still-powerful moral compass and recalled the international anti-Apartheid movement as an

enduring model for human solidarity. Her call to the Global South to work together, to own its agency, understand the issues and make reasonable demands, was insistent.

The lecture was delivered at the Inkosi Albert Luthuli International Convention Centre in Durban, and was the first Nelson Mandela Annual Lecture to be convened as a physical gathering since the COVID-19 pandemic. The lecture was hosted in KwaZulu-Natal as a symbolic demonstration of solidarity with the communities in the province which were devastated by floods earlier in 2022.

The event also featured contributions from KZN Premier Nomusa Dube-Ncube, Mrs Graça Machel and Professor Njabulo Ndebele. Proceedings were facilitated by Foundation Chief Executive Mr Sello Hatang and Ladysmith Black Mambazo, the Drakensberg Boys Choir and Mbongeni Ngema gave musical performances.



Social Bonding and Decolonisation in the Context of the Climate Crisis: Perspectives from the Global South.



Pre-Annual Lecture Dialogue

In the build up to the 2022 Nelson Mandela Annual Lecture, the Foundation hosted a pre-annual lecture dialogue aimed at creating a platform for young voices from the global south to speak to the need for a decolonized climate change agenda. The dialogue was hosted virtually on Twitter Spaces and was facilitated by Gushwell Brooks,

Head of Mandela Day and Public Outreach at the Nelson Mandela Foundation. Panelists included Chinyavanhu from Greenpeace Africa; Nkosikhona Mpungose from the South African Youth Climate Change Coalition; and Olawunmi Ola-Busari from One.org.

NELSON MANDELA INTERNATIONAL DAY

Do what you can, with what you have, where you are.

Under the call to action “Do what you can, with what you have, where you are” the Mandela Day team focused its efforts for Mandela Day 2022 on creating food security and combating climate change.

We did this in South Africa by supporting households in establishing home-based food gardens, planting trees (most of which were fruit trees) and capacitating community-based food gardens run by and serving the community.



GLOBALLY



LIVE TO LEAD

Live to Lead is a series of documentaries on role models for leadership in different walks of life and in different parts of the world.

The focus for the project in 2022 was to secure a deal with Netflix, finalise seven episodes, and launch the resource.

We worked successfully with Archewell to secure a partnership with Netflix, and the series went live on the Netflix platform on 31 December 2022. It has

received massive attention globally, both in response to the series content and to the media hype around Archewell’s principals, Prince Harry and Meghan Markle.

A second series focusing on Nelson Mandela and utilising AI is in the conceptualisation phase.

EFFECT CHANGE

Atlantic Fellows

FOR RACIAL EQUITY

ATLANTIC FELLOWS FOR RACIAL EQUITY

A partnership between the Foundation and Columbia University in New York, the “Atlantic Fellows for Racial Equity” (AFRE) is a transnational leadership development programme dedicated to developing more effective strategies for combating white supremacy.

“

Transnational leadership programme dedicated to developing more effective strategies for combating white supremacy.

”

IN EXISTENCE FOR FIVE YEARS NOW, 2022 WAS NOTABLE FOR:

- 1 AFRE celebrated its fifth anniversary with a large-scale ‘Homecoming’ hosted in South Africa and including as participants current fellows, senior fellows, Board members, guest speakers and other stakeholders.
- 2 After two years of holding the programme virtually through the COVID-19 pandemic, AFRE returned to face-to-face encounters.
- 3 A leadership transition was overseen with new Executive Director, Dr Sebatso Manoeli-Lesame stepping into the role which had been filled since inception by Kavitha Mediratta.
- 4 The first phase of a transition to an arms-length partnership between the Foundation and Columbia University for the programme was implemented.



RACIAL EQUALITY

BENEFICIARIES

WHY *we do it*

BENEFICIARY STORIES

At the final “Each 1 Feed 1” distribution, on the 29th September 2022, which occurred at Mzinyathi Inanda (Mkhabela Ward 08), the Head of Department for Mandela Day and Outreach, interviewed two beneficiaries.

“I am relieved, as there are people who care, people who still knock at the door... I am grateful that the Nelson Mandela Foundation is dedicated to helping us. I wish that the Nelson Mandela Foundation can do even more and assist us with proper shelter. We are overjoyed to have food as we have been struggling.”

—Thabiso Ndlaku

“What I would like people to know about the circumstances we are living now is, this is not comfortable, this is painful, it’s so painful... It’s painful to sleep with a home and to wake up with no home. That is something you cannot explain to a child. They ask, “Mom, where is home?” You say, “this is home.” And the child is going to say, “No, my home is not like this. I have a room at home, we had a kitchen at home and a bathroom at home, now we have to use [portable] toilets that are like this.” It is so traumatising. There are people who have not experienced this, they think we just lost a house, we lost security, we lost stability, we lost money that we [used to] build our houses, we lost comfortability. This is not comfortable... We stay in hope now.”

—Noxolo Bennie





BOARD OF TRUSTEES

The Board of Trustees of the Nelson Mandela Foundation has the collective responsibility from the original mandate given to it by Nelson Mandela to give the institution strategic direction, exercise governance oversight, and promote its sustainability. In doing this it is accountable to the Deed of Trust and to a wide range of stakeholders. It consists of ten independent and non-executive trustees who meet quarterly.

PROFESSOR NJABULO NDEBELE CHAIRMAN

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

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

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



LWAZI BAM

Lwazi Bam is a chartered accountant and an outstanding South African.

He was the CEO of Deloitte Africa from 1 June 2012 until 31 May 2022. He also served as a member of the Deloitte Global Executive Committee, and prior to this, he served

on the Deloitte Global Board. He was with Deloitte for close to 29 years prior to his early retirement.

In the past, he has been President of the Association for the Advancement of Black Accountants in Southern Africa (ABASA),

Chairman of the South African Institute of Chartered Accountants (SAICA), and Chairman of the African Children's Feeding Scheme (ACFS).



NIKIWE BIKITSHA

Nikiwe Bikitsha is one of South Africa's leading journalists and an accomplished Media and Communications professional. Her areas of expertise are South African and African politics, business and economic development. Nikiwe is the CEO and Cofounder of a media and communications

company, Amargi Media, which conceptualises and creates compelling content; designs and implements effective communication strategies for its partners.

During the span of her 25-year career in journalism, she has worked as a reporter, producer, anchor and editor for some of the

country's leading broadcasters including PRIMEDIA, the SABC and eNCA.

Nikiwe holds an MSc in African Studies, University of Oxford, B.A Honours and MA in Journalism and Media Studies, University of the Witwatersrand. In 2012, Nikiwe was awarded the Fulbright Hubert Humphrey

fellowship to the Walter Cronkite School of Journalism in the U.S. where she participated in professional development programmes

and taught under-graduate classes. She has won awards for her work in radio, television and print journalism. Nikiwe serves as a trustee of the board of the Nelson

Mandela Foundation. She is an Independent non-executive director at Deloitte Africa and is a member of the Deloitte Global Independent Non-executive Advisory Council.



ALICE L. BROWN

Alice L. Brown, the head of Sojourner, Tubman, Wells & Co. Consulting, is an attorney with extensive experience in social justice philanthropy and civil rights litigation and advocacy. Early in her career as a litigator and advocate at the NAACP Legal Defence and Educational Fund, her work and

publications addressed the legal aspects of housing conditions and environmental degradation in African American communities.

Later she served in leadership positions in the Ford Foundation, as a programme

officer, Deputy Representative and then as the Foundation's Representative for the Office for Southern Africa based in Johannesburg. A graduate of New York University School of Law (JD) and Dartmouth College (BA), she has been a Visiting Adjunct Professor at the University of the

Witwatersrand School of Law, a Visiting Fellow at the Harvard Law School Human Rights Program, and a Visiting Fellow at the Princeton School of Public and International Affairs. In addition to acting as a trustee of the NMF, Ms Brown serves as the Chair of the board of Section27, a prominent public

interest law centre, and is an independent expert and member of the Constitutionalism Fund Committee, a South African philanthropic fund that supports social justice organisations and their sustainability.



YOLANDA CUBA

Yolanda Cuba is the Vice President: Southern & East Africa of MTN Group, having joined in January 2020. She served as the Group Chief Digital & FinTech Officer prior to her current role. She is the former CEO of Vodafone Ghana and former Group Chief Strategy Officer for strategy, new business and mergers and acquisitions at the Vodacom Group, covering South Africa, Tanzania, Mozambique, the Democratic Republic of Congo and Lesotho.

She comes with a wealth of experience in telecoms, financial services and fast-moving consumer goods, among other fields. Her work experience started in corporate finance and transitioned to operational management in diversified industries.

Yolanda was one of the youngest CEOs of a JSE-listed company at the age of 29 years and has been recognised as CEO/Business personality of the year by multiple platforms

over her 20-year working experience. She was also selected by the World Economic Forum as one of the Young Global Leaders and named one of the Choiseul 100 Africa by Institut Choiseul (France).

She has served on numerous JSE-listed companies as non-executive director, including the Absa Group, where she was the longest-serving member when she resigned in 2019.

Yolanda is a Chartered Accountant (CA SA) by training and holds B.Com Statistics (University of Cape Town), B.Com Accounting Honours (University of KwaZulu-Natal) and M.Com (University of Pretoria) degrees; and she is an alumnus of programmes at INSEAD and the Harvard Kennedy School.

She is passionate about education, and inclusive social and financial development and has served on the Advisory Board of

Stellenbosch University Business School, is a founder of the Cuba-Mtyi Foundation, has served on the Nelson Mandela Foundation Investment Committee since 2006. She is also the founder of The Mentorship Boardroom, a platform from where trailblazers mentor the next leaders in Africa. The Mentorship Boardroom aims to have a positive impact on a million lives in Africa, of which 70% should be women and children.



MAYA MAKANJEE

Ms Makanjee obtained a Master's degree in Business Leadership (MBL) degree through the University of South Africa, graduating cum laude, and a Bachelor of Commerce degree from the University of KwaZulu-Natal in Durban. After her schooling, she spent four years at the University of Mumbai, where she obtained a Bachelor of Fine Arts degree

in Dance. She has also completed the ten-week Program for Executive Development at the IMD in Switzerland, as well as shorter programmes at Harvard and Stanford Universities in the USA.

She is the chairman of the Resource Mobilisation Committee at the Nelson

Mandela Foundation, and is also an independent non-executive director on the boards of Datatec (which she chairs), Mpact, Cell C and the AIG South Africa Group. She has gained extensive experience in the Southern African Development Community region, as well as in some markets in Asia.

Ms Makanjee has held executive director positions in human resources, marketing communication, corporate affairs, strategy and business re-engineering in the telecommunications, financial services and fast moving consumer goods sectors. Her executive roles have included that of Chief Officer, Corporate Affairs at Vodacom;

CEO of FinMark Trust; Corporate Affairs Director for Africa and Asia at SABMiller; Communications, Public Affairs and Human Resources Director for Southern and Eastern Africa at Nestle; and Deputy Group Executive for Strategic Planning at Telkom, amongst others.



THEMBA MASEKO

Themba Maseko is the (Adjunct) Professor and Director of Executive Education at the Wits School of Governance. He holds BA LLB (University of the Witwatersrand) and a Master of Business Administration degree (De Montfort University).

Previously Professor Maseko had a long career in the public service, which included roles as the CEO of the Government Communication and Information Service and Government Spokesperson and served as Director General in the departments of Public Service and Administration (DPSA), National Department of Public Works, and

was the first Superintendent-General in the Gauteng Department of Education and a Member of Parliament in 1994.

His role in the private sector included short stints as Managing Director of the Damelin Education Group, independent management consultant, and

Communications Director at the Business Leadership South Africa.

Professor Maseko left the public service after 17 years when he became one of the public servants who spoke out against the capture of the South African state and became a witness at the Judicial Commission of

Inquiry into State Capture, also known as the Zondo Commission. Professor Maseko has written of his decision to speak out in the book, For my Country.

He serves on the Boards of Corruption Watch and the Council for the Advancement of the South African Constitution.



SELLO MOLOKO

Sello Moloko is co-founder and Executive Chairman of Thesele Group and has a wealth of business experience gained over more than 30 years. He holds a BSc degree (with Honours) and a Postgraduate Certificate in Education from the University of Leicester and later gained the AMP from

the Wharton School. Mr Moloko is the Chair of the Investment Committee at the Nelson Mandela Foundation and is the independent non-executive chairman of Telkom and is chairman designate of the ABSA Group.

He is an experienced director who previously led the Boards of big corporates such as

Alexander Forbes, Sibanye-Stillwater Limited and General Reinsurance Africa (a Berkshire Hathaway company). He also serves on the boards of M&G Investments and DG Capital. He is the former CEO of Old Mutual Asset Managers and former deputy CEO of Capital Alliance Asset Managers, firms he

initially joined as a senior portfolio manager and an analyst, respectively. He is a Trustee of the University of Cape Town Foundation and is a champion of some philanthropic initiatives. He was the national president of the Association of Black Securities and Investment Professionals (ABSIP) from 2005

to 2007. In 2003, ABSIP presented him with the Financial Services Pioneer Award in recognition of his achievements in the field of investment management.



KGALEMA MOTLANTHE

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

Robben Island. After his release in 1987, he was tasked with strengthening the trade union movement while working for the National Union of Mineworkers (NUM).

In 1992, he was elected as NUM General Secretary and was involved in the establishment of the Mineworkers

Investment Company, Mineworkers Development Agency and the J.B. Marks Education Fund, which focused on the developmental needs of ex-mineworkers, their dependants and communities. He also served two five-year terms as Secretary General of the ANC. He was president of South Africa from September 2008 to May

2009. During this time, he joined world leaders in the G20 and other multilateral bodies to respond to the global financial crisis.

At home he worked with organised business, labour and civil society to minimise the impact of the crisis on South Africa's

economy. After the end of his presidency, he was appointed deputy president by his successor, Jacob Zuma, and held this position until May 2014. He now heads the Kgalema Motlanthe Foundation, which was established when he left government.



FUTHI MTOHA

A former chair and partner of the Board of Deloitte Southern Africa, Ms Mtoha holds CA (SA) and DCom (Honoris Causa) qualifications. She is a 2017 Harvard University Advanced Leadership Initiative Fellow. She currently serves as the Chair of the Audit and Risk Committee at the Nelson Mandela Foundation, Chair of Council at

the University of Pretoria, chair of the WDB Trust and non-executive director of South 32 Limited, Discovery Holdings and Discovery Bank.

Ms Mtoha is also the past president – and first woman president – of the Association for the Advancement of Black Accountants of Southern Africa (ABASA), a body

dedicated to nurturing emerging black accountants. She is the past president of Business Unity South Africa (BUSA) – the first and currently only woman to hold the role.

She is the founder of Teach South Africa, and her previous leadership positions include positions on the Board of the Allan Gray Orbis Foundation, United Nations Global Compact,

the IMF Advisory Group of SSA, WEF Global Advisory Council and the B20 Financing Growth & Infrastructure Task Force, B20 Transparency Task Team. She is currently a member of the 2018 B20 Argentina Financing Growth & Infrastructure Task Force. Her awards include the 2004 Businesswoman of the Year – Nedbank and Business Women's

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

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2022/2023

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THE NELSON MANDELA FOUNDATION TRUST

Registration number IT9259/99

Financial Statements for the year ended 28 February 2023

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 28 FEBRUARY 2023

	Notes	GROUP		TRUST	
		2023	2022	2023	2022
		R	R	R	R
Assets					
Non-Current Assets					
Investment property	3	21,000,000	28,540,000	21,000,000	28,540,000
Property, plant and equipment	4	17,962,774	16,635,271	17,941,442	16,623,098
Right-of-use assets	5	187,964	338,335	187,964	338,335
Intangible assets	6	4,215,715	3,415,935	4,215,715	3,415,935
Financial assets at fair value through other comprehensive income	7	418,407,444	401,860,420	418,407,444	401,860,420
Deferred tax	9	1,987,891	1,261,561	-	-
Other non-current assets	10	1,600,000	1,600,000	1,600,000	1,600,000
		465,361,788	453,651,522	463,352,565	452,377,788
Current Assets					
Inventories	11	955,103	251,906	656,089	-
Loans to group companies		11,710	285,754	-	-
Trade and other receivables	12	19,781,511	9,133,062	20,563,898	8,165,059
Cash and cash equivalents	13	9,261,255	17,771,603	8,766,390	17,249,952
		30,009,579	27,442,325	29,986,377	25,415,011
Total Assets		495,371,367	481,093,847	493,338,942	477,792,799
Equity and Liabilities					
Equity					
Trust capital	8	1,000	1,000	1,000	1,000
Reserves		152,552,480	141,861,704	152,552,480	141,861,704
Accumulated surplus		301,866,820	304,342,745	306,380,501	305,637,452
		454,420,300	446,205,449	458,933,981	447,500,156
Non-controlling interest		4,101,534	3,277,659	-	-
		458,521,834	449,483,108	458,933,981	447,500,156
Liabilities					
Non-Current Liabilities					
Loans to group companies		1,527,097	-	-	-
Lease liabilities	5	56,565	266,670	56,565	266,670
Deferred income	14	5,377,942	5,975,492	5,377,942	5,975,492
		6,961,604	6,242,162	5,434,507	6,242,162
Current Liabilities					
Trade and other payables	15	8,698,268	6,493,759	7,210,728	5,175,663
Lease liabilities	5	210,105	186,458	210,105	186,458
Deferred income	14	16,803,731	18,118,580	17,373,796	18,118,580
Current tax payable		4,175,825	569,780	4,175,825	569,780
		29,887,929	25,368,577	28,970,454	24,050,481
Total Liabilities		36,849,533	31,610,739	34,404,961	30,292,643
Total Equity and Liabilities		495,371,367	481,093,847	493,338,942	477,792,799



THE NELSON MANDELA FOUNDATION TRUST

Registration number IT9259/99

Financial Statements for the year ended 28 February 2023

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Notes	GROUP		TRUST	
		2023	2022	2023	2022
		R	R	R	R
Revenue	16	83,759,296	51,614,755	72,436,362	48,850,316
Cost of sales	17	(4,236,489)	(934,791)	157,138	-
Gross surplus		79,522,807	50,679,964	72,279,224	48,850,316
Other operating income	18	169,056	-	-	-
Other losses	19	2,949	(14,298)	2,187	(13,634)
Other operating expenses		(90,799,928)	(78,144,202)	(80,508,707)	(72,381,672)
Operating (deficit) surplus		(11,105,116)	(27,442,405)	(8,227,296)	(23,544,990)
Investment income	21	20,733,787	21,986,798	20,728,234	21,940,359
Finance costs	22	(42,107)	(63,042)	(42,056)	(63,042)
Other non-operating gains / (losses)		(7,540,000)	(10,094,505)	(7,540,000)	(10,094,505)
Surplus (deficit) before taxation		2,046,564	(15,613,154)	4,918,882	(11,762,178)
Taxation	23	(3,449,495)	1,261,561	(4,175,825)	-
Surplus (deficit) for the year		(1,402,931)	(14,351,593)	743,057	(11,762,178)
Other comprehensive income:					
Items that may be reclassified to profit or loss:					
Changes in fair value of financial instruments		10,690,776	9,144,462	10,690,776	9,144,462
Other comprehensive income for the year net of taxation		10,690,776	9,144,462	10,690,776	9,144,462
Total comprehensive (loss) / gain for the year		9,287,845	(5,207,131)	11,433,833	(2,617,716)
Total comprehensive income / (loss) attributable to:					
Owners of the parent		8,214,851	(3,912,423)	11,433,833	(2,617,716)
Non-controlling interest		1,072,994	(1,294,708)	-	-
		9,287,845	(5,207,131)	11,433,833	(2,617,716)



THE NELSON MANDELA FOUNDATION TRUST

Registration number IT9259/99

Financial Statements for the year ended 28 February 2023

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Trust capital	Fair value adjustment - financial instruments through FVOCI	Accumulated surplus	Non-controlling interest	Total equity
GROUP	R	R	R	R	R
Balance at 1 March 2021	1,000	132,717,242	317,399,630	-	450,117,872
Deficit for the year	-	-	(13,056,885)	(1,294,708)	(14,351,593)
Other comprehensive income	-	9,144,462	-	-	9,144,462
Total comprehensive deficit for the year	-	9,144,462	(13,056,885)	(1,294,708)	(5,207,131)
Acquisition of subsidiary	-	-	-	4,572,366	4,572,366
Balance at 1 March 2022	1,000	141,861,704	304,342,745	3,277,659	449,483,108
Deficit for the year	-	-	(2,475,925)	(1,072,994)	(1,402,931)
Other comprehensive income	-	10,690,776	-	-	10,690,776
Total comprehensive loss for the year	-	10,690,776	(2,475,925)	1,072,994	9,287,845
Acquisition of subsidiary	-	-	-	(249,119)	(249,119)
Balance at 28 February 2023	1,000	152,552,480	301,866,820	4,101,534	458,521,834
Note	8				

	Trust capital	Fair value adjustment - financial instruments through FVOCI	Accumulated surplus	Non-controlling interest	Total equity
TRUST	R	R	R	R	R
Balance at 1 March 2021	1,000	132,717,242	317,399,630	-	450,117,872
Deficit for the year	-	-	(11,762,178)	-	(11,762,178)
Other comprehensive income	-	9,144,462	-	-	9,144,462
Total comprehensive income for the year	-	9,144,462	(11,762,178)	-	(2,617,716)
Balance at 1 March 2022	1,000	141,861,704	305,637,444	-	477,500,148
Surplus for the year	-	-	743,057	-	743,057
Other comprehensive income	-	10,690,776	-	-	10,690,776
Total comprehensive loss for the year	-	10,690,776	743,057	-	11,433,833
Balance at 28 February 2023	1,000	152,552,480	306,380,501	-	458,933,981
Note	8				



THE NELSON MANDELA FOUNDATION TRUST

Registration number IT9259/99

Financial Statements for the year ended 28 February 2023

CONSOLIDATED STATEMENT OF CASH FLOWS

Notes	GROUP		TRUST	
	2023	2022	2023	2022
	R	R	R	R
Cash flows from operating activities				
Cash receipts from customers	65,188,302	42,750,856	65,188,302	39,986,417
Cash paid to suppliers and employees	(86,880,398)	(77,507,067)	(84,831,298)	(74,448,292)
Cash used in operations	24 (21,692,096)	(34,756,211)	(19,642,996)	(34,461,875)
Tax paid	25 (589,780)	(2,292)	(569,780)	(2,292)
Finance costs	(42,107)	(63,042)	(42,056)	(63,042)
Interest received	5,553	46,439	-	-
Net cash from operating activities	(22,298,430)	(34,775,106)	(20,254,832)	(34,527,209)
Cash flows from investing activities				
Purchase of property, plant and equipment	4 (3,395,774)	(2,318,991)	(3,368,301)	(2,307,861)
Proceeds from sale of property, plant and equipment	4 2,187	-	2,187	-
Purchase of investment property	3 -	(3,786,125)	-	(3,786,125)
Purchase of other intangible assets	6 (1,681,578)	(450,849)	(1,681,578)	(450,849)
Interest income	379,928	586,590	379,928	586,590
Purchase of financial assets at fair value through other comprehensive income	(529,815)	580,756	-	-
Withdrawal of financial assets at fair value through other comprehensive income	16,100,000	-	16,100,000	-
Net cash from investing activities	10,874,948	(5,388,619)	11,432,236	(5,958,245)
Cash flows from financing activities				
Proceeds from other financial liabilities	2,574,100	-	-	-
Payment on lease liabilities	(186,458)	(165,472)	(186,458)	(165,472)
Loan from Sanctuary Mandela	525,492	-	525,492	-
Net cash from financing activities	2,913,134	(165,472)	339,034	(165,472)
Total cash movement for the year	(8,510,348)	(40,329,197)	(8,483,562)	(40,650,926)
Cash at the beginning of the year	17,771,603	58,100,800	17,249,952	57,900,878
Total cash at end of the year	13 9,261,255	17,771,603	8,766,390	17,249,952

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New York, NY 10016

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

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