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ANNUAL REPORT



NELSON MANDELA
FOUNDATION

Living the legacy



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NELSON MANDELA
FOUNDATION

Living the legacy



ABOUT THE FOUNDATION

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

ABOUT

ABOUT US

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, mobilising the memory and legacy of its founder, and developing its rich archival platform.



VISION

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

MISSION

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

CORE WORK

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

SPIRAL

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

SLOGAN

Living the legacy.

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.



MESSAGE FROM THE CHAIRMAN

Professor Njabulo S Ndebele

CHAIRMAN

PROFESSOR NJABULO S NDEBELE



For the Nelson Mandela Foundation the report year 2021-2 has been one of rebuilding and consolidation. In my last Annual Report message, I reflected on the buffetings of the previous year which exacted a heavy toll on the Foundation. These included the cumulative impact of Covid-19, the resulting anxieties over our funding environments, and internal institutional instability that occurred as outlined in my last Annual Report message. I think we can say with some confidence that we have reckoned with the toll and are well-poised to move the organisation into the next phase of its growth.

There are some welcome signs of environmental recovery which promise institutional stability through which careful navigation will be necessary.

As I write, the National State of Disaster has recently been lifted. Despite that, we understand that it would be folly for any country to carry on as if Covid-19 has been decisively overcome. That we all remain vigilant is not only necessary, but also responsible. Additionally, I believe the Foundation is in a condition that enables us to continue to focus on our work with added resolve and a large measure of confidence.

The combination of positive factors include that despite Covid-19 none of our staff or interns were retrenched. One learning from adversity has been that work at the Foundation now combines both office based and remote on-line work. Additionally, we dug deep in the face of unexpected crisis to stay afloat in turbulent seas with the wave of public violence in July 2021.

This situation forced us to review our EachIFeedI campaign such that in addition to addressing localised needs, it would become part of longer term initiatives orientated towards sustainable food security solutions. This is a source of great satisfaction for the Foundation.

We reviewed our EachIFeedI campaign such that in addition to addressing localised needs, it would become part of longer term initiatives orientated towards sustainable food security solutions.

Our policy commitment to aim at systemic change, beyond short-term intervention, has become deeper. We are optimistic in this regard that our work of over four years in the Early Childhood Development sector is bearing fruit in shaping public policy for this sector, as well as in how we leverage learnings from the July 2021 crisis to focus on and accentuate greater policy attention and community involvement in participatory service delivery at community level.

We also remain focused on the Atlantic Fellows for Racial Equity project, now into its fifth year, continuing to build both a network and a body of best practice in anti-racism work, an issue whose global dimensions have become even more urgent today. The decolonial project is an important context to our work in this regard. Indeed, othering is taking forms making it difficult to spot. Resistant systems of unequal access to and distribution of wealth between rich and poor countries are either hidden in opaque technical formulations of agreements, or where such tactics are spotted and vigorously critiqued, powerful, rich countries are able to intervene clandestinely to

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The Early Childhood Development sector is bearing fruit in shaping public policy for this sector, as well as in how we leverage learnings to focus on and accentuate greater policy attention and community involvement in participatory service delivery at community level.

manipulate political processes in favour of local leaders who are willing to be trojan horses of economic inequality and its racist underpinnings.

In this way, inequalities are structured into the ways in which international trade has been designed such that more and more people, communities, even entire societies and countries continue to be relegated to the margins of the global economy. Global economic and governance systems that developed over the last five hundred years of world history should now be radically altered to bring about a justly shared world.



MESSAGE

Another sign of the Foundation's impact, drawing on its institutional resilience in difficult times, is the extent to which we are regarded as a trusted voice.

The thousands of queries we deal with each year relating to the life and times of Nelson Mandela, and to Madiba's intellectual property, attest to this.

But we are also asked to give advice on matters as diverse as heritage sustainability and protection of personal information. And our comment is sought on a wide array of current issues, from the local government elections in South Africa, events in Palestine, the July 2021 looting of shops and factories, to the invasion of Ukraine by Russian forces.

Of course, it is hard to maintain focus and avoid mission drift in conditions such as this. We have made mistakes, and got things wrong. In his reflection for this Annual Report, the Chief Executive shares some of the lessons we've learned. The new Strategic Plan (2022-2024) we have just adopted is all about ensuring that we remain focused and geared to making effective interventions.

Where in the past we have produced five-year plans, and then reduced the next plan to three years, today our world is changing so fast that we have now opted for an even shorter two-year plan as the most sensible option. In this way we are able to monitor continuously the totality of events which the

Foundation has to work hard to respond appropriately to with strategic insight and flexibility of intervention. As I write these words South Africa is taking stock of the unspeakable effects of flooding in KwaZulu-Natal in the middle of April. Again, as an institution, we have moved swiftly to contribute to emergency relief work.

But it is important for us also to be reckoning with the floods as a manifestation of increasingly deadly patterns of global climate change. Amongst many challenges, perhaps this is humanity's singular challenge at this moment in history.

Amongst many challenges, perhaps this is humanity's singular challenge at this moment in history.

The continued viability of the human project hinges on our capacity to demonstrate that we do indeed belong on Earth; that we can be stewards of resources in ways that are just, sustainable, and that human beings have the humility to recognise that all life forms in their different ecosystems have a right to exist and for us as humans to co-exist with them.



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CHIEF EXECUTIVE'S REFLECTION

Sello Hatang

CHIEF EXECUTIVE



SELLO HATANG

What a challenging period the report year of March 2021 to February 2022 was. It began with a brief lull between Covid waves and ended with global attention fixed on the Russian invasion of Ukraine. In between we saw job losses gathering pace as the South African economy struggled to overcome the impact of the pandemic and then suffered another body blow with the public violence which rocked parts of KwaZulu-Natal and Gauteng in July 2021.

We were encouraged by the South African state's usually dignified, measured and flexible response to the Covid waves, in contrast to knee-jerk Covid nationalism and protectionism evident in many countries, especially in the global north. We were also encouraged by well-run and peaceful local elections, although arguably the most notable feature of the elections was just how few people voted, and how many voters demonstrated a loss of confidence in the governing party. Levels of alienation and despair in our society have reached alarming levels.

The impact of Covid on both society and economy has been intensified by the long-term effects of the July public violence in KwaZulu-Natal and Gauteng. These effects have been such that the Foundation had to reorientate its attention from the routine to the contingent. Our response has been fourfold: firstly, short- and longer-term contributions to peacemaking initiatives in affected communities. We worked behind the scenes as well as in public arenas. This is elaborated on in the SECURING SUSTAINABLE SOLUTIONS section of this Report.

Secondly, we sought to make sense of the emergent phenomena. Drawing on research and analysis as well as on-the-ground experience, we worked hard to understand underlying causes and to communicate our understanding to our stakeholders and constituencies.

Thirdly, we harnessed the Each1Feed1 campaign to enable it to meet the immediate emergency food needs of affected communities in KwaZulu-Natal and Gauteng. This necessitated a reframing of our plans to transition the campaign into longer term research and advocacy work. For more on the latter see the SECURING SUSTAINABLE SOLUTIONS section of this Report.

And fourthly, we undertook a sustained engagement with the challenges being posed to the rule of law. In this regard, we partnered with the Hanns Seidel Foundation on a country-to-country exchange between South Africa and Germany on policing and prosecutorial best practice. South Africa has to find ways of enabling its most vulnerable communities to have confidence in the country's law enforcement systems. The country simply cannot afford to have gangster state scenarios gain traction.

“ We were encouraged by the South African state's dignified, measured and flexible response to the Covid waves.

OUR RESPONSE TO JULY 2021 PUBLIC VIOLENCE

1

Short- and longer-term contributions to peacemaking initiatives in affected communities

2

We sought to make sense of the emergent phenomena by drawing on research, analysis & on-the-ground experience

3

We harnessed the Each1Feed1 campaign to enable it to meet the immediate emergency food needs of affected communities

4

We undertook a sustained engagement with the challenges being posed to the rule of law

CHIEF EXECUTIVE

For the Foundation, processes of learning and adapting through 2021 were enormous.

For the Foundation, processes of learning and adapting through 2021 were enormous. During 2020, as a critical adaptation to Covid realities, we successfully used technology and other means to enable staff to work remotely and virtually. In 2021 we continued to explore this space and expand our capacity. This will give the Foundation a flexibility and a suite of tools available to the organisation long after Covid is over. For more detail on this dimension see the GOVERNANCE section of this Report.

With multiple Covid waves and concomitant lockdown level changes, the Foundation has developed a medley of options (with rules and regulations) for the physical use of facilities by staff, interns and visitors, and has crafted a variety of hybrid physical-virtual options for events, meetings and other gatherings. It is not yet clear to what extent these options and tools will be utilised in a post-Covid world, but it seems clear that office work will not quite be the same again. We are already exploring the introduction of shared-use work stations and related infrastructure.

Last year we noted concerning evidence of staff and interns being worn down by isolation, loss, anxiety and other Covid-related realities and manifestations. There is further evidence that this condition deepened through 2021. It being among our institutional values to prioritize the care and well-being of our staff, it became even more important to accentuate this value.

Inevitably, Covid-19 and its lock-downs affected the Foundation's funding environment, with significant implications for our sustainability strategy. Understanding the environment and adapting timeously and nimbly became critical.

All these learnings and adaptations have informed a year-long process of tightening our governance instruments, as is detailed in the GOVERNANCE section of this Report. They were reckoned with during what also turned into a year-long process designed to generate a new strategic plan for the Foundation.

Drawing on thorough consultation with staff and other stakeholders, the Board of Trustees adopted a 2022-2024 strategic plan at its February 2022 meeting.

The plan, which takes into account an ever more rapidly changing world, is framed around the Foundation's theory of change, and is geared to securing sustainable impact. Successful implementation will require some institutional re-tooling, which was well underway by the end of the report period.

I think the Nelson Mandela Foundation family can be proud of a range of achievements in very difficult circumstances through 2021 and into 2022. As always, we are grateful to our institutional friends, partners and other stakeholders, at home and abroad, for their continued support.

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Mandela home now a place of reflection

The now iconic residence of former president Nelson Mandela has been transformed into a one-of-a-kind experience for travellers who wish to take a reflective walk in the struggle icon's shoes.

More than just a five-star experience at the heart of Houghton, one of Johannesburg's oldest suburbs, the project was the brainchild of a team that wished to provide visitors with a unique and immersive journey into the life of one of the world's most recognised symbols of freedom and hope.

Now named Sanctuary Mandela, the boutique hotel is the place where engagements that changed the course of the country's history took place.

The Nelson Mandela Foundation (NMF), which owns the property, partnered with Thebe Thebe Tourism Group (TTG) to revivify the iconic and quaint venue as a multi-purpose facility.

"Nelson Mandela was a traveller in his later life, who made a difference in the lives of those he met and those he travelled with. He had an impact on the places he touched and left a part of his beloved land wherever he went.

"May we continue to be the travellers who make a difference," said Selio Hatang, CEO of the Nelson Mandela Foundation.

Jerry Mabena, CEO of Thebe Tourism Group, expressed the group's pride in having the honour of taking part in a project which would not only be among the great tourism treasures of the world, but would also be a place from which leaders, tasked with taking the world forward, could draw inspiration — exposed to the values and principles of a man who not only changed South Africa but the rest of the world.

"We not only honour Nelson Mandela as the founder of the democratic state of SA — we also see this project as a reminder and tribute to ourselves that he was one of Thebe's founding fathers as an organisation.

"We therefore work to preserve his memory, values and principles.

"We are extremely excited about taking on a truly unique project with such an iconic status."

Sanctuary Mandela is a nine-bedroom up-market place of reflection set to be an iconic five-star establishment that offers guests a truly inspired Nelson Mandela home experience.

The idea involved converting Mandela's primary residence into a place of reflection, to create an avenue that could provide visitors with additional insights into the Mandela heritage through an experience that is inspired by the icon's life and times while he resided and worked on the property.

— Sanctuary Mandela.

GOVERNANCE

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.

GOVERNANCE

GOVERNANCE

The Nelson Mandela Foundation remains one of the most profiled and referenced South African civil society organisations and enjoys a sizeable media market share internationally. Brand awareness is high. We manage a large part of Nelson Mandela’s intellectual property, something which places a range of unique demands on us. The strength of our institution has been severely tested over the last two years by the multiple challenges posed by Covid and related phenomena. Adapting to new realities

and investing in institution-building processes have been key watchwords for us. The report period ended with the adoption of a 2022-2024 strategic plan designed both to position the organisation optimally in a Covid-imprinted world and to take us to the next level as a not-for-profit with a demanding mandate from our founder, Nelson Mandela.

Policies and procedures were reviewed and, in many instances, tightened. Our Promotion of Access to Information Act Manual was finalised before the government deadline of 31 December. Many of our ICT systems were upgraded or replaced. Security on all Foundation network, data and electronic infrastructure systems was upgraded, and new cloud-based solutions were introduced. Staff were given training in all new policies, procedures and systems to ensure high levels of compliance.

Our Promotion of Access to Information Act Manual was finalised before the government deadline of 31 December.

Training and development was made a priority for 2021. Three years ago, each staff member developed a personal development plan in consultation with their supervisor and the Human Resources Department. These plans were used as the basis for providing staff with access to customised coaching services, receiving specialist training, and developing professional awareness and association. Personal coaching services were extended from management level to staff at all levels. We are proud that, despite the challenges of Covid, we were able to sustain a full internship programme through 2020 and 2021.

For staff and others making use of the Centre of Memory building, Covid protocols were strictly enforced during the report period. In February 2022 we moved toward on-site working at the Foundation as default for most of our teams and introduced the new Board-mandated vaccination policy. Planning for a reintegration programme is far advanced.

The Foundation’s wellness programme was again expanded, including greater use of the service provider ICAS for

employee assistance interventions like counselling, legal advice and financial advice. In the report period 44,9% of staff made use of these services.

In partnership with the company Motsamayi, the Foundation opened to the public its multi-purpose facility Sanctuary Mandela in the second half of 2021.

In partnership with the company Motsamayi, the Foundation opened to the public its multi-purpose facility Sanctuary Mandela in the second half of 2021. The property was the Houghton home of Nelson Mandela from 1992 to 1998.

It is now a heritage site with a commercial sustainability plan drawing on conferencing capacity, a nine-room boutique hotel, and a restaurant boasting a menu overseen by Xoliswa Ndoyiya, who was Mandela’s cook from 1992 to 2013.



Madiba's home gets a makeover

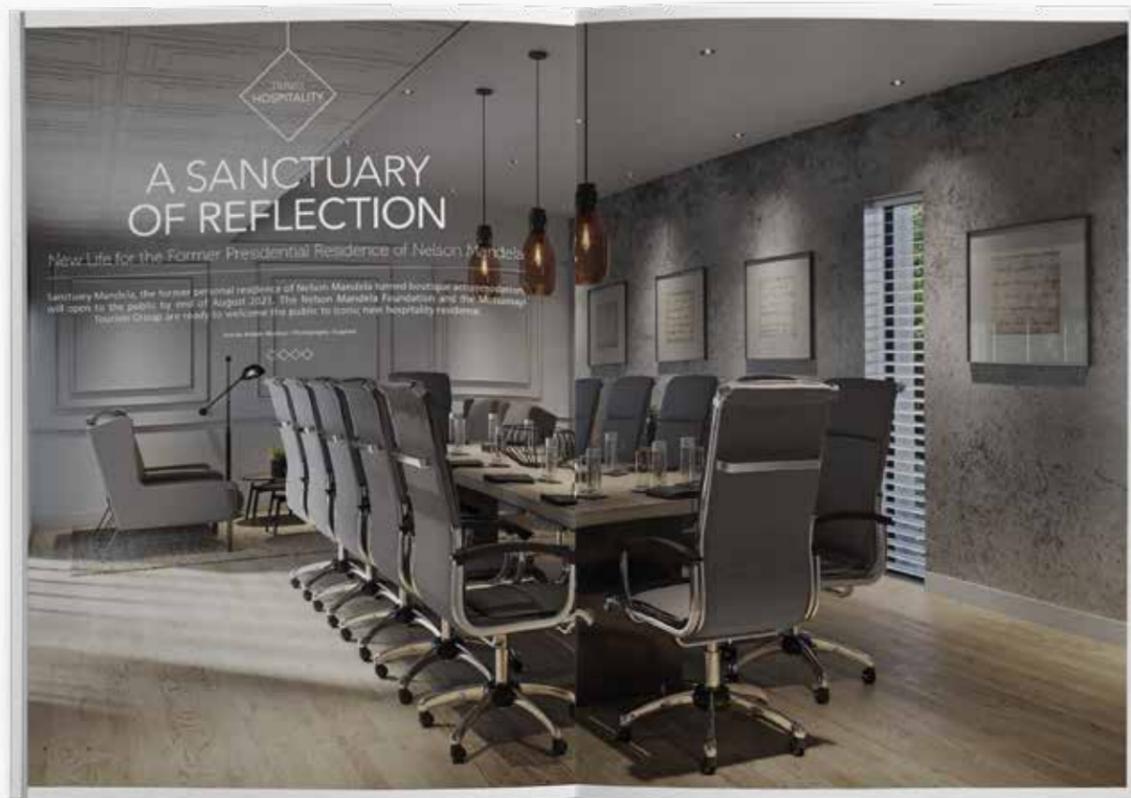
The presidential home of former head of state Nelson Mandela has been converted into a boutique hotel called Sanctuary Madiba. Madiba lived there before and during his presidency. The Johannesburg property has been refurbished and is expected to cater to world leaders and "people who aspire to the inspiration of this global icon," the Nelson Mandela Foundation said in a statement. Out of the former residences of the former president that are accessible to the public, this is the only one that it is not a museum. The hotel opens on August 1 and features nine rooms that accommodate up to 14 guests, retreat spaces for reflection and a personal connection to the Madiba private life. "The space will allow guests to immerse themselves in the legacy of Madiba and draw inspiration from Madiba's will, to commune together for the common good of reaching international status and, lastly, to be inspired by the iconic global leader's hospitable nature and spirit of service to the people," said Sanctuary CEO Selis Futsing. Having believed that this is an important step in testing a model for the sustainability of heritage sites related to the life and work of Madiba. "Madiba dreamed of a just and peaceful world in which societies pro-



The presidential home of former president Nelson Mandela has been converted into a boutique hotel, which will open on August 1. "To find to make a difference in the lives of everyone. His leadership was about service to the people. We hope to attract global leaders and other visitors to stay at Sanctuary Madiba to reflect and draw inspiration from the spirit of Madiba," he added. The project was announced on the centenary of Madiba's birth in 2018. People can begin booking their stays from 1 July 2021. — NEWS24.

SANCTUARY MANDELA

A PLACE OF REFLECTION SANCTUARY MANDELA



The last home of former president Nelson Mandela in Robson, Johannesburg, has been refurbished, enhanced, and transformed as an iconic hospitality experience set to attract world leaders and people who aspire to the inspiration of this global icon, offering them an opportunity to be connected to their own development. Located in the heart of Johannesburg, the unique hotel features 100 rooms, including 40 suites, 1000 sqm of space for reflection, and a personal connection to the legacy of the late president. It is the only formal residence of Madiba accessible to the public and a must-visit for anyone who wishes to connect with the memories of the global icon.

"The renewal of this property is specially designed to feature a space for storytelling, heritage, and mindful experiences. The hotel will also provide a space for people to connect with the legacy of Madiba and draw inspiration from the spirit of Madiba, to commune for the common good of reaching international markets and, finally, to be inspired by the respectful nature and spirit of service to the service of this iconic global leader."

"The development is a partnership between the Nelson Mandela Foundation, which owns the property, and Muzungu Tourism Group, previously owned by the Muzungu Group, which is the administrative and marketing partner. To the management of the residential hospitality experience."

Sally Hlongwe, CEO of the Trusthold, believes that this is an important step in taking a model for the sustainability of heritage sites related to the life and work of Nelson Mandela.

"Madiba inspired a just and peaceful world in which everyone has a role to play. He led to make a difference in the lives of everyone he touched and who followed him. We hope to attract global leaders and other visitors to the spirit of Madiba," Hlongwe says.

"We announced plans to begin the construction of the project on the 10th anniversary of his death on 18 July 2018 and, since then, have made great progress. We are now ready to show this special tourism experience to the global community," Hlongwe adds.

President Nelson Mandela lived at this property for 10 years during his presidency. As the way the democratic leader of South Africa, Mandela is regarded as the father of a Democratic South Africa.

Muzungu Tourism Group (MTG) was last month part of the Trusthold investment team – a company established by Nelson Mandela and some of his friends, including Walter Sisulu, Kgalema Motlana, and Dr. Jomo Mabhida – for the purpose of building and managing the transformation in South Africa. The company continues to also build on the legacy of the late president, an industry which Madiba himself declared to be a key economic sector that can be used to change the economic disadvantage of all Africans. A few months ago, CEO Jerry Mabhida and the MTG management team took ownership of the business alongside leading partner FNB.

Sanctuary Mandela is currently under construction and is expected to be completed by the end of 2023. The hotel will be a landmark building in Johannesburg, offering a unique experience to visitors from around the world. The hotel will be a landmark building in Johannesburg, offering a unique experience to visitors from around the world. The hotel will be a landmark building in Johannesburg, offering a unique experience to visitors from around the world.

For more information, visit www.sanctuarymandela.com or email info@sanctuarymandela.com



SECURING SUSTAINABLE SOLUTIONS

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.

EACH1FEED1

EACH ONE FEED ONE AND FOOD SECURITY

In the report period the Foundation's advocacy work continued to focus in the areas of poverty and inequality, structural racism and reckoning with South Africa's oppressive pasts. Our anti-racism work has been driven primarily through our partnership with Columbia University on

the Atlantic Fellows for Racial Equity – see the Working Globally section of this Report. Our work on affordable housing has translated into a formal partnership between the Nelson Mandela University and Habitat for Humanity, which was signed off just before the end of the report period.

At the beginning of the report period the Board of Trustees had mandated management to convert the Each1Feed1 campaign into a food security programme designed to address the underlying systemic causes of malnutrition and hunger in South Africa.

Good progress was made in developing this programme, but the crises of another hard Covid lockdown and the widespread public violence in Gauteng and KwaZulu-Natal during July 2021 constrained us to extend and expand the Each1Feed1 platform through the remainder of the report period.

The platform became central as we contributed to meeting the immediate needs of the most vulnerable and supporting recovery and clean-up interventions. and explore the ways in which the Foundation might contribute to finding sustainable solutions.



EachOneFeedOne is being converted into a food security programme designed to address the underlying systemic causes of malnutrition and hunger in South Africa.



While our focus was on Gauteng and KwaZulu-Natal, we reached seven provinces & benefitted a total of 64 161 people.

A special project was initiated in December 2021 to analyse the causes of the public violence in KwaZulu-Natal, map initiatives being undertaken across all sectors, and explore the ways in which the Foundation might contribute to finding sustainable solutions.



EDUCATION

VANGASALI CAMPAIGN

Our Early Childhood Development (ECD) programme continued to translate dialogue intervention into deep work addressing systemic challenges, working widely and collaboratively with the state and civil society.

The Vangasali campaign is a partnership with the Department of Social Development (DSD), Department of Basic Education (DBE), Impande SA and Data Innovators, and is now in its second phase. Its overarching objective is to ensure the registration of all ECD centres in the country.

In the report period Vangasali printed 24 000 information packs, which were then used as a core resource in training workshops around the country for both officials and practitioners. Over 80 workshops in the report period reached nearly 3 000 beneficiaries.



The Foundation played an important role in preparing the DBE to take over the ECD function from the DSD, co-hosting a training session for 143 DBE officials and providing the department with relevant information on a continuing basis.

The Foundation also played an important role in supporting the state's ECD Employment Stimulus Relief Fund, initially assisting DSD to host more than 20 hours of information sessions for the ECD sector. In addition, we created various training manuals and videos, and then over a three-week period hosted supplementary sessions with DSD and National Treasury, with more than 1 100 people attending.

TRAINING



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We created various training manuals and videos, and hosted supplementary sessions, with more than 1 100 people attending.

LAND REFORM

LAND REFORM

Land reform has been a focus area for several years now. Government and other sector players have underscored the strategic role that publicly owned land parcels can play in realising urban land reform.

During the report period we commissioned a study of publicly owned golf courses in Johannesburg.

In July we hosted a dialogue titled 'Making Cities a Home: Achieving urban land reform', with the Minister of Public Works and Infrastructure, Patricia de Lille, giving the keynote address and the occasion used to launch three papers on urban land reform which we had commissioned from the Development Action Group (DAG) and the Socio-Economic Rights Institute of South Africa (SERI).



The Nelson Mandela Foundation believes that the issue of land reform can be used as a yardstick to measure progress and redress as a country, and while much of the focus has been on rural land, there is a need to focus on urban land in the context of urbanisation.



The issue of land reform is central to realising a more just & equitable future. We believe that the issue of land reform can be used as a yardstick to measure progress and redress as a country, & while much of the focus has been on rural land, there is a need to focus on urban land in the context of urbanisation. While urban land reform is a long-standing issue, COVID-19 also presents us with an opportunity to accelerate social & economic transformation, including spatial transformation.

Making Cities a Home: achieving urban land reform

Keynote Speaker:
Minister of Public Works & Infrastructure,
Minister Patricia de Lille

who will also be in conversation with

South African lawyer, author & activist
Adv Tembeka Ngcukaitobi SC

Including the launch of commissioned reports by

The Development Action Group (DAG)
The Socio-Economic Rights Institute (SERI)

Date: Thursday, 8 July, 16h30 - 18h30

Where: events.nelsonmandela.org

Register: tinyurl.com/UrbanLandReform





CONSTITUTIONALISM

The Nelson Mandela Foundation is 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.

CONSTITUTIONALISM



Constitutionalism is the overarching theme for all that the Foundation does. In 2021 it continued to be given a particular focus by the challenges of Covid, and became both elevated and deeply connected to the question of the rule of law by the wave of public violence which shook parts of Gauteng and KwaZulu-Natal in July.

The Foundation was on the ground in both provinces very quickly after the violence erupted, looking to contribute to peacemaking, participate in recovery initiatives and provide emergency food supplies.

The Foundation was on the ground in both provinces very quickly after the violence erupted, looking to contribute to peacemaking, participate in recovery initiatives and provide emergency food supplies.

As horrible as the loss of life and property was, as dismal as the failures of intelligence-gathering and quick security responses were, as scary as the moment was for our constitutional democracy, nonetheless, we saw something extraordinary emerge which could be fundamental to the task which lies ahead for our country.

On the ground, in so many locations, community members stood up and demonstrated the kind of leadership we so often lack in the higher strata of polity and society. They made peace, they supported law enforcement in protecting infrastructure, they cleaned up, and they supported relief and rebuild efforts.

The rule of law is fundamental to the concept of democracy. Democracy is about dignity. And dignity is about the rules we choose to live by.

What makes the rule of law sustainable in our contexts is, precisely, the societal energy and action which the Foundation encountered and participated in through the aftermath of the events of July.

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If a post-Covid world is going to be liveable for all, then it will have to draw deeply not only on respect for the rule of law and capacity to enforce it, but also on deep-rooted cultures of collective responsibility, solidarity and care.

How to build those cultures is a singular challenge in the contexts of the damage Covid has done to economies, social fabrics and human psyches.

The rule of law became a theme for much of the work which the Foundation did in the second half of the report period. It became the focus for the 19th Nelson Mandela Annual Lecture (see the Working Globally section of this Report).

We partnered on a South African study visit to Germany for an exchange of views and experiences (see the Working Globally section of this Report).

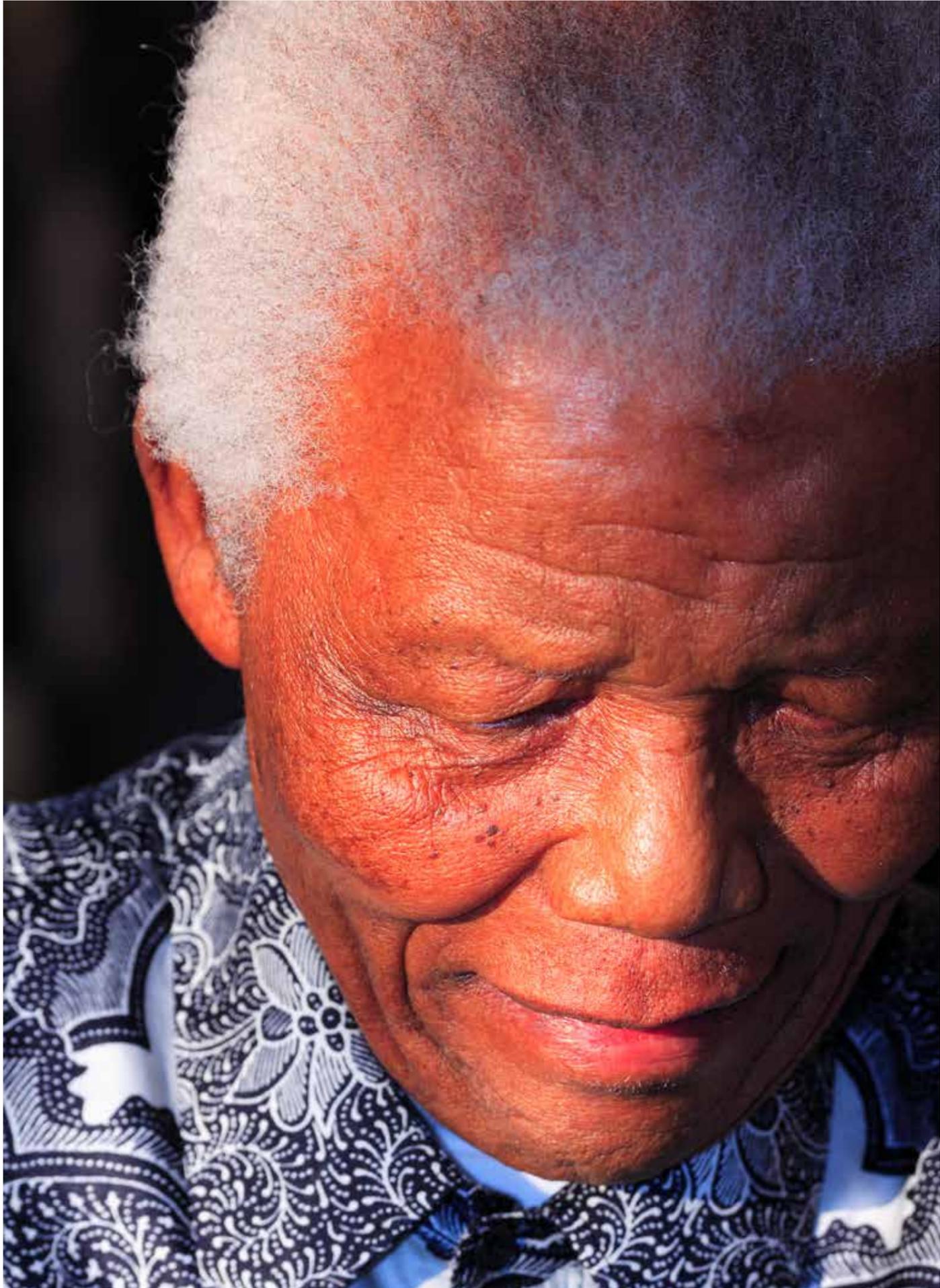
And, as described in the Securing Sustainable Solutions section of this Report, we initiated a special project on the unique challenges in KwaZulu-Natal.

We have promoted constitutionalism through vehicles as diverse as the ones described above, various dialogue interventions, litigation, and our range of quality products, the Goodwill Collection, which carries a public education dimension in relation to the Constitution's Bill of Rights.

The ZA Rights Campaign line of products won a Loerie Bronze design award in 2021. Our litigation on displays of the apartheid national flag saw us becoming an amicus in two Constitutional Court cases with implications for our Equality Court ruling, both of which resulted in favourable judgements.

AfriForum's appeal against the ruling of the Equality Court is now scheduled for May 2022. Through 2021 we partnered with Constitution Hill to mark the 25th anniversary of the Constitution by co-convening four roundtable dialogues.





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

TRUSTED VOICE

Despite the impact of Covid, we continued to receive multiple requests for assistance, support, partnership and intervention in public deliberation.

Worth special mention are the volume of such requests in relation to Nelson Mandela's intellectual property or involving the authentication of texts. This remains a critical measure of the extent to which we are regarded as both a trusted voice and a preferred convenor.

The Chief Executive Sello Hatang continued to serve on the Solidarity Fund's Technical Advisory Review Committee, and was also appointed to the Human Rights Commission's Section 11 Committee on National Solidarity.

Several honours came the Foundation's way in the report period. We received the 2021 Marianna Vardinoyannis Foundation Award, which was received in Greece by the Chief Executive.

Our Chief Operating Officer Limpho Monyamane won an award for the quality of her professional work.

The documentary Murder in Paris, on which the Foundation collaborated, was a co-winner of the best documentary award at the Durban Film Festival. And our ZA Rights collection won a Loerie Bronze design award.



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2021 Marianna Vardinoyannis Foundation Award



Limpho Monyamane

TRUSTED VOICE

Through the report period, the Chief Executive's monthly newsletter reflection was used as a vehicle to offer comment on a wide array of current issues, many of them related to Covid realities. He and other members of staff also did numerous radio and television interviews.

We have nine and a half million active followers on our social media platforms, engagements more than doubled across all handles, and in the report period there were more than 1,6 million visits to our websites. The 19th Nelson Mandela Annual Lecture reached over 11 million people through our social media platforms, with 2857 event registrations and 153 329 views.

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The Foundation's digital online archive platform, the culmination of a seven-year development project, came to fruition in April 2019. This provides a customised and integrated digital archival storage and access platform which facilitates online access to Nelson Mandela's personal archive and related collections.

The platform is regarded as a best practice benchmark in South Africa. In February 2022 we launched the rebranded Archive at the Centre of Memory (ACoM) website <https://www.nelsonmandela.org/acom> and commemorated the 32nd Anniversary of Madiba's release from prison. This event also included our second exhibition walkabout.

The programme is supported by a dedicated team of archivists who scanned 3 884 documents and captured metadata for 61 191 digital objects in the report period.

The Foundation's archive continues to grow. Although we are not an active collecting institution, our reputation as both a trusted voice and custodian of last resort means that we are often approached with requests for assistance.

“

We have nine and a half million active followers on our social media platforms, engagements more than doubled across all handles, and in the report period there were more than 1,6 million visits to our websites.



“

The culmination of a seven-year development project, came to fruition in April 2019.

Fakir Hassen

Nelson Mandela digital archive launched for greater public access

A new digital archive has been launched by the Nelson Mandela Centre of Memory (NMCM) to allow greater public access to the archives of the global icon who became the first democratically-elected president of South Africa after serving 27 years as a political prisoner under the white minority apartheid regime.

Razia Saleh, Head of Archive and Research at the Centre, explained that the closure of the NMCM for almost two years due to the Covid-19 lockdown restrictions had given the team time to come up with ideas to widen access to the resources, which have been physically available in the past at the Centre.

"It gave us time to reflect on our work and decide what we need to do differently and we have decided that the archival aspect of the Centre of Memory at the Nelson Mandela Foundation is really hidden and nobody really knows much about it," Saleh said.

"So, we went on a rebranding exercise and this is what we are launching today," she said.

Saleh said the archives at the NMCM have been in place since 2004, but the new digital archive allows access in a much more visible way.

Chief Executive Officer of the Nelson Mandela Foundation Sello Hatang said access to archives was critical if the past has to be remembered.

"Over the years, we have documented material, collected them, processed them. With paper-based materials, we have deacidified them and digitised them," Hatang said, adding that the process was funded by the US and done by the National Library of South Africa to extend the life of aging documents by another 200 years.

The archives at the Centre contain a wide range of artefacts related to the leader, including many documents in his own meticulous handwriting, as well as a vast amount of his personal memorabilia, including the original Nobel Peace Prize certificate which he and his predecessor President FW de Klerk jointly received in 1993.

Known as ACoM (Archive at the Centre of Memory), the website has been designed to be user friendly, especially for youth. It can be accessed at archive.nelsonmandela.org

ARCHIVES

Despite Covid lockdowns, work continued apace on the personal archive of Mama Winnie Madikizela-Mandela. And invaluable collections from Luli Callinicos and Frene Ginwala are being negotiated.

In terms of scholarly endeavour, our archival research team continued to support Mandela-related research. In his role as visiting professor at the Nelson Mandela University, the Foundation's head of leadership development Verne Harris has spoken at events or taught classes for the University as well as City University of New York, University of British Columbia, University of Michigan, and University College London.

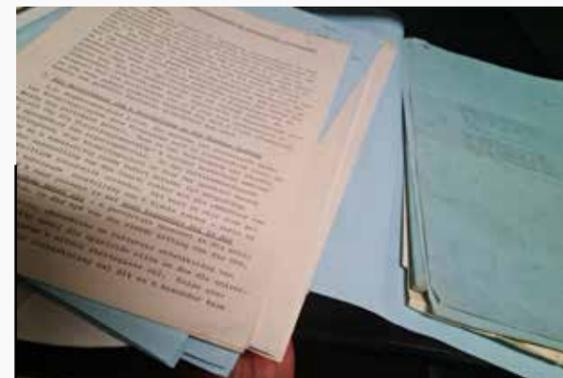
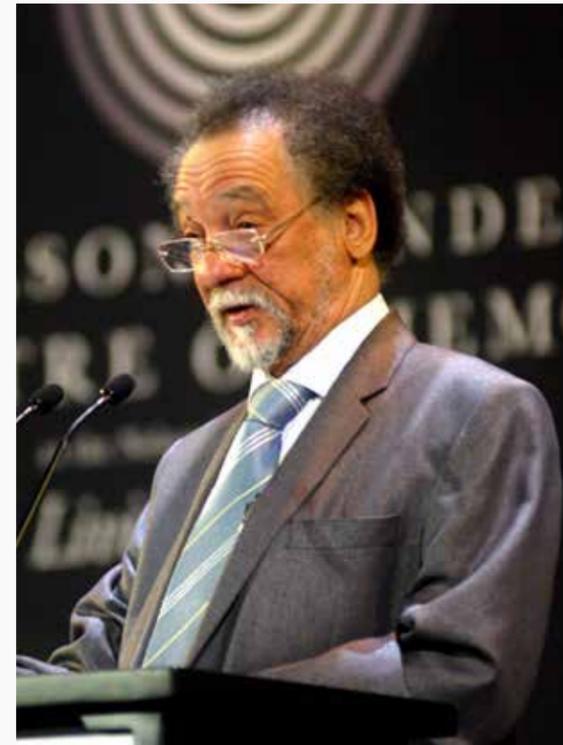
He also co-facilitated a number of dialogues exploring the meaning and significance of the name Mandela. Kneo Mokgopa contributed regular thought pieces to the Daily Maverick.

During the report period, the Foundation continued to develop its capacity to offer events, exhibitions and campaigns online, but increasingly moved back into the realm of physical spaces and engagements.

The virtual exhibition Negotiating Democracy was turned into a physical installation in the Foundation's temporary exhibition space. Two other smaller exhibitions were showcased at the Centre of Memory during the report period. Guided tours were offered again and are beginning to pick up.

The Foundation continued to develop its capacity to offer events, exhibitions and campaigns online, but increasingly moved back into the realm of physical spaces and engagements.

Jakes Gerwel's archive



Mama Winnie's archive



WORKING GLOBALLY

Beyond our own shores, we look to secure international appeal and contribute to the creation of global networks for information and knowledge exchange.

GLOBAL LEGACY

The legacy of Nelson Mandela belongs to all who believe in a just society and are willing to work hard to make that a reality, not only in South Africa but globally.

That legacy is still an inspiration to people around the world who are involved in continuing struggles for justice. This places a responsibility on the Foundation's shoulders to ensure that its work and its resources are accessible to global audiences. Ironically, even as Covid closed societies down, it triggered a flowering of online experience and a concomitant capacity to reach wider and wider audiences.

In August, the 19th Nelson Mandela Annual Lecture was delivered successfully by former Prosecutor of the International Criminal Court Fatou Bensouda.

In August, the 19th Nelson Mandela Annual Lecture was delivered successfully by former Prosecutor of the International Criminal Court Fatou Bensouda. Mme Bensouda delivered her speech virtually from The Hague in the Netherlands, as COVID-19 considerations prevented the Annual Lecture from being presented in person. The online audience was also addressed by Mrs Graça Machel from Maputo, and by Professor Njabulo Ndebele in Cape Town and our Chief Executive Sello Hatang from Johannesburg.

In her lecture, titled "The Rule of Law, International Criminal Justice and Its Contribution to Sustainable Development", Ms Bensouda argued that peace and justice must work side by side – "prioritising one over the other jeopardises the chance of either."

After the Lecture Mme Bensouda engaged in a question and answer session with lawyer and activist Ms Lwando Xaso. A day after the Lecture Ms Bensouda participated in a closed dialogue with the Atlantic Fellows for Racial Equity (AFRE).



PEACE AND JUSTICE IS A SUSTAINABLE RECIPE TO HONOUR NELSON MANDELA'S VISION

LAW: Africa must advance the rule of law

Expanding and building accountability, including their accountability, as well as accountability of states through acknowledging and preventing their accountability, including their accountability.

Zuma seeks help from Mandela Foundation, ANC

Former President Jacob Zuma has sought help from the Nelson Mandela Foundation and the African National Congress (ANC) to support his bid to run for president in the 2024 elections. Zuma's bid has been met with mixed reactions, with some arguing that it would be a setback for the country's progress.

Justice for Dulcie September

Fresh evidence on apartheid murder in TV documentary screening on Human Rights Day

September's death was a landmark moment in the struggle against apartheid. A new documentary provides fresh evidence on the circumstances surrounding her murder, including the role of the South African government and the involvement of international figures.

AFRE



AFRE is dedicated to developing effective strategies for combatting anti-Black racism, especially in the US and South Africa.

AFRE is one of two transnational programmes which the Foundation is a partner on. Columbia University is the AFRE institutional partner.

The programme successfully converted to the realities of virtual programming and remote working in 2020, and continued to grow through the report period.

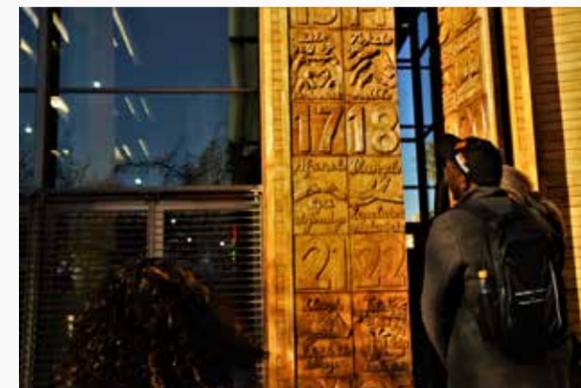
As it enters its fifth year of operation, its Senior Fellow community has grown to 62 and it received a record number of applications, 292. AFRE is dedicated to developing effective strategies for combatting anti-Black racism, especially in the US and South Africa.

The other transnational programme is our international leadership development project, a partnership with our New Zealand based publishers Blackwell and Ruth.

Progress was again severely hampered by global Covid lockdowns. The project focused on developing a series of seven documentary films for Netflix. The series is due to be aired in 2022.

Atlantic Fellows

FOR RACIAL EQUITY



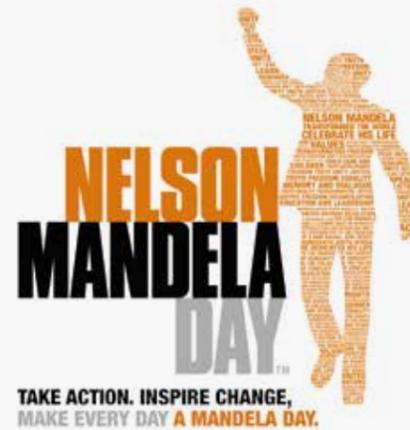
MANDELA DAY



Our Mandela Day Global Network saw 465 project registrations and 128 citizen-cause connections.

The Mandela Day campaign plans for 2021 were again severely curtailed by Covid realities. The United Nations, as it always does, marked 18 July as Nelson Mandela International Day.

Our Mandela Day Global Network saw 465 project registrations and 128 citizen-cause connections. And we partnered with GivenGain to create a global support platform for the Mandela Day EachIFeedI campaign. Donations were received through this platform from many parts of the world.



A NELSON MANDELA FOUNDATION INITIATIVE

Mandela Day is an occasion for all to take action and inspire change.



Everyone can rise above their circumstances and achieve success if they are dedicated to and passionate about what they do.

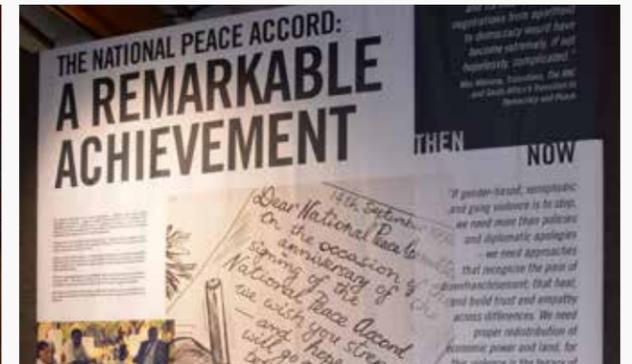
- Nelson Mandela



EXHIBITIONS



In a partnership with EMI, we hosted the exhibition, promoted the public broadcast by the SABC of the documentary on Dulcie September (Murder in Paris), participated in an event related to the documentary hosted by Freedom Park, and hosted an intergenerational dialogue September Amnesia.



ABOUT TALKS

"Since my release, I have become more convinced than ever that the real makers of history are the ordinary men and women of our country; their participation in every decision about the future is the only guarantee of true democracy and freedom."
Nelson Mandela, address to rally in Durban, Kings Park Stadium, 25 February 1990

THEN

"We are the born-frees. Are we free from HIV? Are we free from ridiculous fees? Are we free from oppression? Are we free from poverty? No."
Balungile Radebe, 2016

NOW



BOARD OF TRUSTEES AND OUR STAFF

The Board of Trustees of the Nelson Mandela Foundation provides strategic leadership and oversight to the institution.

BOARD OF TRUSTEES

BOARD OF TRUSTEES

The Board has a 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 nine independent and non-executive trustees who meet quarterly.



CHAIRMAN

PROFESSOR NJABULO NDEBELE

.....

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

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

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



NIKIWE BIKITSHA

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 Co-founder 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 she spent five years as a litigator and advocate at the NAACP Legal Defence and Educational Fund, where 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.



JUDITH FEBRUARY

Judith February is a lawyer, governance specialist and columnist. She is Executive Officer: Freedom under Law. Prior to that she was executive director of the HSRC's Democracy and Governance unit and also head of Idasa's South African Governance programme for nine years. She studied at the University of Cape Town where she obtained her BA degree (majoring in Law and Latin) and her LLB degree in 1991 and 1993 respectively. She was then admitted as an attorney in 1996 and practised law in Cape Town until 2000. In 2000 she obtained her LLM in Commercial Law also from the University of Cape Town.

Judith has worked extensively on issues of good governance, transparency, and accountability within the South African context. Her areas of focus include corruption and its impact on governance, Parliamentary oversight, and institutional design. Widely published, Judith is a regular columnist for the Daily Maverick and editor of its fortnightly legal newsletter, 'Judith's Prudence'. Judith is also a regular commentator in the media on South African politics. In 2012, she was awarded a Spring Reagan- Fascell Fellowship at the National Endowment for Democracy in Washington DC where she was based until August 2012. Judith is also a CONFLICT DYNAMICS accredited commercial mediator, an independent, non-executive director of Coronation Fund Managers and was appointed to the Interim Board of Cricket South Africa between October 2020-June 2021. Her book 'Turning and turning: exploring the complexities of South Africa's democracy' (PanMacMillan) is available.



MAYA MAKANJEE

Maya 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 Program for Executive Development at the IMD in Lausanne, Switzerland.

She is the chair of the Remuneration Committee and Resource Mobilisation Committee at the Nelson Mandela Foundation, and is also an independent non-executive director on the boards of Datatec, Mpact, Truworths International and AIG South Africa group. She has gained extensive experience in the Southern African Development Community region, as well as in some Asian markets.

Ms Makanjee has held executive director positions in financial services, human resources, marketing communications, corporate affairs, strategy and business re-engineering. 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.



PROFESSOR TSHILIDZI MARWALA

Professor Tshilidzi Marwala is the Vice-Chancellor and Principal of the University of Johannesburg. He holds a PhD from the University of Cambridge, specialising in Artificial Intelligence and Engineering. He has published 14 books on artificial intelligence, over 300 papers in journals, proceedings, book chapters and magazines, and he holds four patents. He has been a visiting scholar at Harvard University, University of California at Berkeley, Wolfson College of the University of Cambridge and Nanjing Tech University, as well as being a member of the programming council of the Faculty of Electrical Engineering at the Silesian University of Technology in Poland.

He has received nearly 50 awards, including the Order of Mapungubwe. His writings and opinions have appeared in the magazines *New Scientist*, *The Economist* and *Time*. He has also been appointed as Deputy Chair of the Presidential Commission on the Fourth Industrial Revolution.



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 MTOBA

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

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

She is the founder of Teach South Africa, and her previous leadership positions include positions on the Board of the Allan Gray Orbis Foundation, United Nations Global Compact, the IMF Advisory Group of SSA, WEF Global Advisory Council and the B20 Financing Growth & Infrastructure Task Force, B20 Transparency Task Team. She is currently a member of the 2018 B20 Argentina Financing Growth & Infrastructure Task Force. Her awards include the 2004 Businesswoman of the Year – Nedbank and Business Women's Association, the 2005 OWIT (Organisation of Women in International Trade – US) International Woman of the Year, and a 2008 Tuks alumni Laureate Award. She is the 2018 Africa Economy Builder Awards' Most Outstanding Leadership Women of the Year winner.

STAFF



Ethel Arends	Coordinator Records Management
Mandlenkosi Dakada	Coordinator Brand and Digital Community
Lee Davies	Manager ICT and Facilities Management
Johannes Ditabo	Supervisor Facilities Management
Phillele Dlamini	Intern Dialogue and Advocacy
Shanty Joy Fisher	Intern Archive and Research
Fikile Gama	Coordinator Events and Marketing
Florence Garishe	Receptionist
Yase Godlo	Director Mandela Day and Outreach
Sylvia Graham	Analyst Mandela Day and Outreach
Verne Harris	Acting Chief Programmes Officer
Sello Hatang	Chief Executive
Sumaya Hendricks	Acting Manager Dialogue and Advocacy
Heather Henriques	Head IP and Governance
Bulelani Lwana	Intern Finance and Procurement
Nickita Maesela	Intern Communications and Marketing
Ann-Young Maharaj	Coordinator Exhibitions
Tsholofelo Mahlatsi	Coordinator IP and Governance
Ntombifuthi Mbongo	Donor Accountant
Laetitia Mbuli	Coordinator AFRE
Namile Mchunu	Accountant
Kneo Mokgopa	Manager Narrative Development
Sophia Molelekoa	Archivist
Limpho Monyamane	Chief Operating Officer
Zandile Myeka	Archivist
Bongiwe Mzondeki	Coordinator Human Resources
Vuyiswa Nkomo	Acting Manager Finance and Procurement
Patronella Nqaba	Acting Manager Leadership Development
Lawrence Rabasotho	Intern Mandela Day and Outreach
Zanele Riba	Archivist
Razia Saleh	Director Archive and Research
Buyisile Sishuba	Personal Assistant to the Chief Executive
Lerato Tshabalala	Archivist
Given Tucks	Procurement Officer
Helen Tunce	Intern Office of the Chief Executive
Noreen Wahome	Researcher and Programme Coordinator



THE NELSON MANDELA FOUNDATION TRUST

Registration number IT9259/99
Financial Statements for the year ended 28 February 2022

STATEMENT OF FINANCIAL POSITION AS AT 28 FEBRUARY 2022

	Notes	GROUP		TRUST	
		2022	2021	2022	2021
		R	R	R	R
Assets					
Non-Current Assets					
Investment property	3	28,540,000	-	28,540,000	34,848,380
Property, plant and equipment	4	16,635,271	-	16,623,098	16,464,829
Right-of-use assets	6	338,335	-	338,335	488,706
Intangible assets	7	3,415,935	-	3,415,935	3,560,457
Financial assets at fair value through other comprehensive income	8	401,860,420	-	401,860,420	368,460,175
Deferred tax	9	1,261,561	-	-	-
Other non-current assets	10	1,600,000	-	1,600,000	1,600,000
		453,651,522	-	452,377,788	425,422,547
Current Assets					
Other current assets	11	-	-	-	131,782
Inventories	12	251,906	-	-	-
Loans receivable		285,754	-	-	-
Trade and other receivables	13	9,133,062	-	8,165,059	12,709,231
Cash and cash equivalents	14	17,771,603	-	17,249,952	57,900,878
		27,442,325	-	25,415,011	70,741,891
Total Assets		481,093,847	-	477,792,799	496,164,438
Equity and Liabilities					
Equity					
Trust capital	15	1,000	-	1,000	1,000
Reserves		141,861,704	-	141,861,704	132,717,242
Accumulated surplus		304,342,745	-	305,637,452	317,399,630
		446,205,449	-	447,500,156	450,117,872
Non-controlling interest		3,277,659	-	-	-
		449,483,108	-	447,500,156	450,117,872
Liabilities					
Non-Current Liabilities					
Lease liabilities	6	266,670	-	266,670	453,128
Deferred income	16	5,975,492	-	5,975,492	6,573,042
		6,242,162	-	6,242,162	7,026,170
Current Liabilities					
Trade and other payables	17	6,493,759	-	5,175,663	5,233,735
Lease liabilities	6	186,458	-	186,458	165,472
Deferred income	16	18,118,580	-	18,118,580	33,049,117
Current tax payable		569,780	-	569,780	572,072
		25,368,577	-	24,050,481	39,020,396
Total Liabilities		31,610,739	-	30,292,643	46,046,566
Total Equity and Liabilities		481,093,847	-	477,792,799	496,164,438



THE NELSON MANDELA FOUNDATION TRUST

Registration number IT9259/99
Financial Statements for the year ended 28 February 2022

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Notes	GROUP		TRUST	
		2022	2021	2022	2021
		R	R	R	R
Revenue	18	51,614,755	-	48,850,316	95,751,185
Cost of sales	19	(898,660)	-	-	-
Gross surplus		50,716,095	-	48,850,316	95,751,185
Other losses	20	(14,298)	-	(13,634)	-
Other operating expenses		(78,144,202)	-	(72,381,672)	(72,648,608)
Operating (deficit) surplus		(27,442,405)	-	(23,544,990)	23,102,577
Investment income	22	21,986,798	-	21,940,359	21,280,933
Finance costs	23	(63,042)	-	(63,042)	(165,687)
Other non-operating losses		(10,094,505)	-	(10,094,505)	(3,304,600)
Profit/loss before taxation		(15,613,154)	-	(11,762,178)	40,913,223
Taxation	24	1,261,561	-	-	(569,779)
Profit/loss for the year		(14,351,593)	-	(11,762,178)	40,343,444
Other comprehensive income:					
Items that may be reclassified to profit or loss:					
Changes in fair value of financial instruments		9,144,462	-	9,144,462	14,658,616
Other comprehensive income for the year net of taxation		9,144,462	-	9,144,462	14,658,616
Total comprehensive (loss) gain for the year		(5,207,131)	-	(2,617,716)	55,002,060
Total comprehensive (loss) income attributable to:					
Owners of the parent		(3,912,423)	-	(2,617,716)	55,002,060
Non-controlling interest		(1,294,708)	-	-	-
		(5,207,131)	-	(2,617,716)	55,002,060





THE NELSON MANDELA FOUNDATION TRUST

Registration number IT9259/99
Financial Statements for the year ended 28 February 2022

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
Loss for the year	-	-	(13,056,885)	(1,294,708)	(14,351,593)
Investment property	-	9,144,462	-	-	9,144,462
Total comprehensive loss for the year	-	9,144,462	(13,056,885)	(1,294,708)	(5,207,131)
Non-controlling interest	-	-	-	4,572,366	4,572,366
Balance at 28 February 2022	1,000	141,861,704	304,342,745	3,277,659	449,483,108
Note(s)	15				

	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	118,058,626	277,056,186	-	395,115,812
Profit for the year	-	-	40,343,444	-	40,343,444
Other comprehensive income	-	14,658,616	-	-	14,658,616
Total comprehensive income for the year	-	14,658,616	40,343,444	-	55,002,060
Balance at 1 March 2021	1,000	132,717,242	317,399,630	-	450,117,872
Loss for the year	-	-	(11,762,178)	-	(11,762,178)
Other comprehensive income	-	9,144,462	-	-	9,144,462
Total comprehensive Deficit for the year	-	9,144,462	(11,762,178)	-	(2,617,716)
Balance at 28 February 2022	1,000	141,861,704	305,637,452	-	447,500,156
Note(s)	15				



THE NELSON MANDELA FOUNDATION TRUST

Registration number IT9259/99
Financial Statements for the year ended 28 February 2022

STATEMENT OF CASH FLOWS

Notes	GROUP		TRUST	
	2022	2021	2022	2021
	R	R	R	R
Cash flows from operating activities				
Cash receipts from customers	42,750,856	-	39,986,417	104,585,610
Cash paid to suppliers and employees	(77,507,067)	-	(74,448,292)	(77,019,645)
Cash generated from/(used in) operations	25 (34,756,211)	-	(34,461,875)	27,565,965
Tax paid	27 (2,292)	-	(2,292)	(1,171,487)
Finance costs	(63,042)	-	(63,042)	(165,687)
Interest received	46,439	-	-	-
Net cash from operating activities	(34,775,106)	-	(34,527,209)	26,228,791

Cash flows from investing activities				
Purchase of property, plant and equipment	4 (2,318,991)	-	(2,307,861)	(524,171)
Purchase of investment property	3 (3,786,125)	-	(3,786,125)	(25,622,620)
Purchase of other intangible assets	7 (450,849)	-	(450,849)	(463,495)
Interest income	586,590	-	586,590	1,439,196
Purchase of financial assets at fair value through other comprehensive income	580,756	-	-	(23,000,000)
Net cash from investing activities	(5,388,619)	-	(5,958,245)	(48,171,090)

Cash flows from financing activities				
Payment on lease liabilities	(165,472)	-	(165,472)	(146,848)
Total cash movement for the year	(40,329,197)	-	(40,650,926)	(22,089,147)
Cash at the beginning of the year	58,100,800	-	57,900,878	79,990,025
Total cash at end of the year	14 17,771,603	-	17,249,952	57,900,878



OUR DONORS

RECOGNITION OF OUR DONORS

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

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

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

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

NELSON MANDELA FOUNDATION BANKING DETAILS

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

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

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NELSON MANDELA
FOUNDATION

Living the legacy



Levels of alienation and
despair in our society have
reached alarming levels.

Sello Hatang

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

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NELSON MANDELA FOUNDATION