ANNUAL REPORT
2020 2021
NELSON MANDELA FOUNDATION
Living the legacy
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ABOUT US

As Mandela’s post-presidential office, the Foundation 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 it 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.

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.
I began my last Annual Report message with the words “twelve months can change everything.” They were meant descriptively, but from the vantage point of 2021 they do read presciently. For, change and challenge have been the signatures of the year 2020-21 for the Nelson Mandela Foundation family.

Well into the report period, my fellow trustees and I were quietly confident that the Foundation had demonstrated notable institutional resilience in the face of Covid-19 lockdowns and the societal distress arising from them.

We had reached our overall fundraising target for the financial year, although the preponderance of new funding was designated for Covid emergency relief work (the EachOneFeedOne campaign in particular). The Board mandated the executive to begin transitioning EachOneFeedOne into a research and advocacy food insecurity focus area. We had adopted a theory of change to inform all Foundation work and endorsed a social bonding praxis to be used as an implementation strategy. The latter had emerged from the work we had done in the Early Childhood Development sector. And we had earmarked training and development as an institution-strengthening priority for 2021 with the assurance that it would address many of the symptoms of ‘Covid-19 wear out’ evident amongst staff and interns.

And then the organisation was hit by what so many other institutions in South Africa have had to endure in recent years, namely, anonymous assaults on the integrity of its senior executive members, played out through the media. This was an ongasing experience not only for the Board, but also for the staff of the Foundation. It demanded of us hands-on oversight and decisive action. An independent investigation found no substance to the allegations, but gave us helpful recommendations for tightening our systems, procedures and policies. These are now being implemented.

Making sure that deep lessons are learned from the trauma of this experience will be crucial for us moving forward, as will ensuring that we find ways to enable healing for those who were deeply affected by what happened. There is little doubt that the Foundation did incur some reputational damage in the process. Continuing repair work in this regard is vital. In a survey of the views of friends and stakeholders after the crisis had been resolved, it emerged strongly that our various constituencies were of the view and sentiment that our social justice mandate and the work we continue to do both to effect systemic change and to meet the immediate needs of the most vulnerable in society remain our greatest strength. With this I concur wholeheartedly.

As we move into a new phase of strategic development, it is vital that we centre the theory of change which the Board endorsed in November 2020. At the heart of this theory is a commitment to research and analysis so that our interventions are driven by data. Whether drawing on our own archive and other resources or commissioning work from appropriate experts, the starting point for any initiative is a deep understanding of the terrain and of the potential for the Foundation to make a meaningful contribution. Research and analysis inform the annual strategic deliberations of the Board. In these deliberations, the Board identifies focus areas for Foundation work — the critical social issues with which the Foundation will grapple and, together with institutional partners, look for sustainable solutions.

Within Board-approved focus areas, we undertake projects, pilots, model-testing and activations which are geared to meeting community needs at the same time as having the potential to address underlying systemic issues. These are matters that impinge directly on both the local and national tiers of government. This work generates further research and provides space for deep listening at community level. The Foundation is then enabled to draw on these layers of listening, experience, research and reflection for its advocacy interventions designed to change public policy and transform the apparatuses of power which are not meeting the broad-based needs of society’s most vulnerable. The anticipated resulting change, we believe, promises to transform the lived experience of those in most need.

My congratulations to the Chief Executive and his team for weathering the storm and continuing to do impressively meaningful work in the most difficult circumstances. I think readers of this Annual Report will find resonance with such an appraisal. To my fellow Trustees, I express once more my deep gratitude for their unflagging commitment to the Foundation. They showed up with committed presence to apply their minds rigorously as Trustees to the crisis from when it began to when it was resolved. Collective rigour was the source of the Trustees’ strong governance input.

And, finally, a big thank you to our friends, institutional partners, and the range of stakeholders who, even when the going got rough, believed enough in the institutional integrity of the Foundation, accumulated over many years, to await the outcome of an independent investigative process. I believe the Foundation has emerged stronger from the experience and more committed to consolidating our on-going work and our vital partnerships.

Change and challenge have been the signatures of the year 2020-21 for the Nelson Mandela Foundation family... My congratulations to the Chief Executive and his team for weathering the storm and continuing to do impressively meaningful work in the most difficult circumstances.

- Professor Njabulo Ndebele, Chairman: Nelson Mandela Foundation
We lost Zindzi Mandela. George Bizos. Andrew Mlangeni. Denis Goldberg. Priscilla Jana. Jurgen Schadeberg. We saw organisations, so many other institutions in South Africa, across sectors, was happening to us. It was a crisis. The organisation also finds itself in a world now where the need for high-level direction and purpose is acute, where new issues and challenges loom large, and where human behaviours and cultures are likely to change significantly.

The last time the Foundation faced a challenge on a comparable scale was in 2007-2008. Madiba had indicated that he wanted to step away from public life, and had accordingly given the organisation a mandate to transform decisively from his post-presidential office into a social justice NGO doing work in the nexus of dialogue, advocacy, research and archives. In 2007 he began driving an endowment campaign to vouchsafe the organisation a financially secure future. The 2008 global economic collapse changed everything. Madiba’s endowment campaign ran into the sand, leaving us with a legacy of fundraising catch-up which still bedevils operations. As a strong positive in that moment of crisis, our institutional repositioning and strong social justice focus gave us traction in demonstrating relevance and unlocking new types of funding and new funding partners. We came through the challenge, but still carry the scars.

If we are to come through the challenge which has been ignited by Covid, we need to continue implementing a strategy which communicates a powerful value proposition and which demonstrates that the work we do and the value we add is important and relevant.

This strategy was developed by mid-2020. It was informed by the reassurance that our theory of change had stood up well to the immediate challenge, as had our Dialogue and Advocacy focus areas (in many ways these have positioned us perfectly both to respond to the emergency and to begin exploring critical lines of enquiry for the future). Three primary pillars inform the strategy: thought leadership, institutional recalibration, and relevance.

In terms of thought leadership, if Madiba’s legacy is to remain a living one, it is to be seen to be relevant, if the Foundation is to continue being regarded as a trusted voice, then we will need to be on top of the issues and making a profound contribution to the world’s attempts to imagine a liberatory post-Covid reality. Just making sense of the world is a challenge. Demonstrating how it might be negotiated successfully is even harder. I am confident that the contents of this Annual Report demonstrates the extent to which we have stepped up in this space.

In the conditions of lockdown it was clear that our mandated functions would need to be recalibrated to ensure effective delivery in a changed world. This would require conceptual and practical agility and a willingness to invest in technology – for instance prioritising Cloud migration to support remote working, online access and virtual convening. We undertook a comprehensive overhaul and upgrading of our remote working environment. With the exception of functions utilising highly vulnerable information resources (for instance Nelson Mandela’s personal archive) or directly attached to physical infrastructure (for instance, cleaning and sanitising the Centre of Memory building), the Foundation is now retooled for virtual function support and resource delivery.
The server environment was upgraded (with three new servers installed), staff received new laptops, existing systems and applications were upgraded, and expanded use of Cloud technology implemented. New layers of system security and staff support were put in place to ensure effective implementation.

In some ways the test of relevance in the contexts of Covid boils down to a capacity to meet the immediate needs of the most vulnerable in our society. So, for instance, to have continued unchanged with our medley of Mandela Day focus areas when food insecurity was a top priority would have been misguided and possibly disastrous. This is why we launched the EachOneFeedOne campaign and worked very hard to reach more than 75 000 beneficiaries by the end of the report period. The challenge moving forward, of course, is to ensure that the campaign feeds into a longer term focus on food insecurity with the goal of realising systemic change. Hunger, ultimately, is not about crisis. It’s about failing systems.

The Foundation has learned, and continues to learn, many lessons. At every level of our operations. Through multiple Covid waves and concomitant lockdowns, for instance, we have developed a medley of options (with rules and regulations) for the physical use of facilities by staff, interns and visitors, and have 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 never quite be the same again. We are already exploring the introduction of hot-desk and related infrastructure.

Change and uncertainty have been the order of the day for the period covered by this report. The Foundation has been stretched in ways it never has before. We have had to be nimble and resolute. We have had to improvise. We have had to deal with disillusion, isolation and weariness. In these circumstances, our Board of Trustees have stood up magnificently, for which I am deeply grateful. They were at the helm when I could not be. Our stakeholders have been called to a loyalty like never before. And our teams of staff, interns and consultants have had to dig very deep. These have been unforgettable times. I will not forget the multiple contributions which have seen us through them.
In the report period the Foundation advocacy work continued to focus in the areas of poverty and inequality, structural racism and reckoning with South Africa’s oppressive pasts. Special attention was paid to shorter term issues which arose in relation to lockdowns and other responses to the challenge posed by Covid.

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. A host of special needs arose in the sector as a result of Covid. See FEATURED PROGRAMME – ECD.

The Foundation has remained a part of the Open Government Partnership (OGP). The OGP is an international multilateral initiative that aims to secure concrete commitments from national and subnational governments to promote open government, empower citizens, fight corruption, and harness new technologies to strengthen governance. There is a particular focus on procurement in the public sector. The work within the OGP will feed into a broader engagement with the state in combating corruption. Notably, the Foundation was a part of a collective of civil society organisations, led by the South African Council of Churches, in offering a Moral Call to the state. An engagement with the President and the ‘Top Six’ officials at the ANC took place with the party agreeing to undertake a number of steps. Following the successful launching and supporting of the documentary ‘Dying for Gold’, the Foundation supported a travelling exhibition on the impact of mining in South Africa (Mining Bodies). The Foundation continued to support the Justice for Miners campaign, hosting key dialogues with activists involved in mining reparations for miners who died or whose health was irreparably damaged by mining. The last one was hosted in February 2021 and drew participation from across southern Africa.

In 2020 the Foundation supported the making of a documentary film on the apartheid-era assassination of Dulcie September, ‘Murder in Paris’. We continue to lend support to the September family’s endeavour to have the case re-opened by French authorities.

The Foundation’s anti-racism work has been driven primarily through its partnership with Columbia University on the Atlantic Fellows for Racial Equity. See FEATURED PROGRAMME – AFRE. In 2020 we made a formal submission to the Department of Justice (on the latter’s invitation) on the International Convention on the Elimination of all Forms of Racial Discrimination.

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
We have had a major success with CALS, who were able to secure changes in the legislation to prevent evictions during this period. We have partnered with the Land Accountability Research Centre and the Public Affairs Research Institute to host an event on the impact of Covid on the Ingonyama Trust and the relief offered by the Trust.

With tens of thousands of vulnerable people facing starvation as Covid took hold in the second quarter of 2020, the Foundation set up a special vehicle for emergency relief work together with its institutional partners the Kolisi and Imbumba Foundations – EachOneFeedOne. By the end of the report period over 75 000 people had benefitted from this work. See FEATURED PROJECT – EachOneFeedOne.

We have promoted constitutionalism through vehicles as diverse as our dialogue interventions, the 18th Nelson Mandela Annual Lecture (the theme of which was the need for a new social contract), 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 was launched in the report period.

Our litigation on displays of the apartheid national flag has established a legal precedent on hate speech, stimulated public conversations on how systemic racism manifests in post-apartheid South Africa, and positioned the Foundation as a change agent in the transformation arena.

AfriForum has appealed against the ruling of the Equality Court in our favour and the appeal process is ongoing. The latter was delayed by both Covid and two other cases in the Constitutional Court having a bearing on the ruling. In one, the Qwelane case, the judgement strengthened our position in relation to the appeal. The other case is still pending.

2021 marks the 25th anniversary of the signing of the new Constitution by Nelson Mandela. During the last quarter of the report period a partnership with Constitution Hill was initiated to mark the anniversary. Our platforms were used to promote Constitution Hill public programming and archival content ahead of a series of roundtables to be convened by the two organisations through 2021.
Despite the impact of Covid and the institutional instability experienced by the Foundation in the first quarter of 2021, we continued to receive multiple requests for assistance, support, partnership and intervention in public deliberation. This remains a critical measure of the extent to which we are regarded as both a trusted voice and a preferred convenor. Soon after Covid swept through South Africa, the Presidency appointed the Foundation’s Chief Executive to the Solidarity Fund’s Technical Advisory Review Committee. 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 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. The programme is supported by a dedicated team of archivists who scanned 2 006 documents and captured metadata for 22 887 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. Despite Covid lockdowns, work continued apace on the personal archive of Mama Winnie Madikizela-Mandela - see FEATURED PROJECT – MAMA WINNIE MADIKIZELA-MANDELA ARCHIVE.

Preliminary processing of a large accumulation of Advocate George Bizos’ personal papers was completed before the papers were lodged permanently with the University of the Witwatersrand. An invaluable collection of Professor Jakes Gerwel’s personal papers was donated to us by the Gerwel family. Prof Gerwel was the first chairperson of the Foundation’s Board and before that was Director-General in the office of the presidency throughout Nelson Mandela’s tenure as President of South Africa. In terms of scholarly endeavour, our archival research team continued to support Mandela-related research. The Journal of Southern African Studies issued a special edition devoted to Nelson Mandela scholarship. One of the pieces was commissioned by the Foundation and several of the other contributions drew on research done with our support. In partnership with the Nelson Mandela University, the Foundation hosted a webinar titled Reassessing Mandela, which interrogated new lines of enquiry for Mandela-related research and began a process for generating a research agenda. In the report period staff members Sello Hatang and Verne Harris published I Know this to be True about Nelson Mandela (Macmillan), Verne Harris published Ghosts of Archive (Routledge), and Kneo Mokgopa contributed regular thought pieces to the Daily Maverick.

During the report period, the Foundation developed its capacity to offer events, exhibitions and campaigns online. The customised online dialogue platform we implemented for the 18th Nelson Mandela Annual Lecture received a Most Innovative App Award at the #NewGen Digital Awards. We are now using the platform on a continuing basis. The Foundation delivered its first virtual exhibition online under the lockdown – Negotiating Democracy. This was done in partnership with Google. The partnership also delivered a virtual feature on South African women for Women’s Day in August 2020 and a small virtual exhibition marking the 31st anniversary of Madiba’s release from prison. Also for Women’s Month 2020, we ran the #WhileWomenAreAlive social media campaign, generating 28 000 likes.

“Soon after Covid swept through South Africa, the Presidency appointed the Foundation’s Chief Executive to the Solidarity Fund’s Technical Advisory Review Committee.”

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

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.

The 2020 Nelson Mandela Annual Lecture was delivered by United Nations (UN) Secretary-General António Guterres. For the first time the Lecture was an online-only event, delivered at the UN headquarters in New York City and in Johannesburg on the theme Tackling the inequality pandemic: a new social contract for a new era. The event was broadcast locally and segments of it were broadcast internationally. Many of his key insights gained traction within public discourse, including crucial statements on reforming the UN Security Council, entrenched inequality and on reducing racism.

Preceding the Lecture a webinar was convened titled Beyond Liberty: A new social contract (9 July 2020), with a panel of Michael Jordaan, Musa Gwefani and Leonhard Praeg, facilitated by Judith February. Following the Lecture, a webinar drawing on the Lecture’s key themes was hosted by the Foundation - Governance and the Social Contract within a Changing International Context: Making Universal Healthcare, Universal (18 August 2020). The panel, facilitated by Umunyana Rugege, comprised Dr Tedros Adhanom Ghebreyesus (the Director-General of the WHO), Professor Helen Rees (a leading health expert in South Africa) and Dr Matshidiso Rebecca Moeti (the regional representative of the WHO in Africa).

The Mandela Day campaign plans for 2020 were severely curtailed by Covid realities. The United Nations, as it always does, marked 18 July as Nelson Mandela International Day. A highlight was the first virtual Ride4Hope initiative, which raised R2 million for charity. In response to harsh realities on the ground in South Africa, the flagship endeavour for Mandela Day 2020 became the EachOneFeedOne project – see FEATURED PROJECT – EachOneFeedOne.

The Foundation has two transnational programmes. One is the Atlantic Fellows for Racial Equity (AFRE), which in 2020 successfully converted to the realities of virtual programming and remote working – see FEATURED PROGRAMME – AFRE.

The other is our international leadership development programme, a partnership with our New Zealand based publishers Blackwell and Ruth. Progress was severely hampered by global Covid lockdowns. Nonetheless, the first series of interviews were completed, and the first seven books published. Excitingly, a contract has been signed with Netflix, which will see the creation of short documentaries for global audiences. The rationale for the programme is the foregrounding of role models for leadership from around the world. Thus far, featured role models include Bryan Stevenson, Ellen Johnson Sirleaf, Greta Thunberg, Ruth Bader Ginsburg, Jacinda Ardern, Albie Sachs, Gloria Steinem, Steph Curry, Simone Biles and Siya Kolisi.

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EARLY CHILDHOOD DEVELOPMENT

Since 2018, the Foundation has focused on Early Childhood Development (ECD) as a key lever to end intergenerational poverty and inequality in South Africa. Critical to our work is keeping close to ECD Forums on the ground as well as working closely with government, with the aim of being able to elevate issues experienced on the ground and to develop possible solutions. The outbreak of the COVID-19 pandemic and its effect on the ECD sector served to accelerate and shape our work, as well as reaffirm to us the importance of the key areas that we were already engaged in. We are grateful to the many partners who have journeyed with us over this difficult period and look forward to a continued relationship with them.

The Foundation is part of a much larger ecosystem, with our work being one component in this larger mosaic. In this regard, the focus of our work is twofold:

To work towards reducing the barriers of registration for ECD centres:
ECD centres provide a social good to their communities, including being a source of job creation for their communities. Unfortunately, there are a number of barriers to registration for many centres with a genesis in apartheid planning and a history of racialised inequality. The effect of this is that they are unable to access much-needed state support, often arising from land-use issues which are beyond their control.

Enhancing the delivery of ECD services at a local government level:
We believe that local government has a vital and unique role to play in expanding access to quality ECD services such that in the absence of their participation, South Africa will not be able to achieve universal access to quality ECD services.

RESPONDING TO THE COVID-19 CRISIS

Our ECD response to the COVID-19 crisis was threefold. Firstly, along with other organisations in the ECD sector1, we helped to develop and roll-out a nationwide survey to better understand the effect of the lockdown on the ECD sector. The survey responses were astounding, with over 9,000 responses received, which were developed into a report entitled The Plight of the ECD Workforce2 aimed at calling on government to include ECD service operators in their COVID-19 relief plan. The report garnered significant media attention through television coverage, newspaper articles, radio and overall public awareness.

Secondly, we were approached by the Department of Social Development (DSD) to support them in developing a proposal for National Treasury aimed at securing relief funding for the ECD sector. We did this work together with UNICEF and Impande SA, with DSD securing just over R496-million for support to ECD service operators. We have also played a supportive role to DSD in developing various guides to assist the ECD sector to be able to apply for this funding.

The third way in which we responded to the COVID-19 crisis was through the EachOneFeedOne Campaign. This provided food vouchers and hampers to our network of ECD practitioners and other members of the ECD workforce in Gauteng, North West, Eastern Cape and KwaZulu-Natal.

CATALYSING SYSTEMIC CHANGE

Following site visits to the Mbizana Local Municipality with Impande SA, and bearing in light the importance of data, the Foundation commissioned a mapping of all ECD centres in the Mbizana Local Municipality as a case study. The project commenced in January 2020 and a physical mapping of centres was concluded prior to the national lockdown, with the report concluding mid-2020. Of the 248 ECD centres that were profiled in Mbizana:

1. 23% were mud structures and 13% were ‘shacks’.
2. 59% of centres utilise pit latrines, 5% have Ventilated Improvement Pit (VIP) toilets and 22% have no toilets at all.
3. Salaries of ECD practitioners are below the minimum wage, ranging between R407 per month and R682 per month.
4. 20% of centres do not have a daily programme, almost 40% have no lesson plans and an alarming 56% do not have stories (books, story cards or print material) for infants and toddlers, while 46% have no stories for children above the age of two.
A flagship project for us for the year was the Vangasali campaign with the Department of Social Development (DSD). Vangasali is a Xitsonga phrase translated as No One Left Behind, which is what the Vangasali campaign is trying to achieve, with the Department of Basic Education (DBE), Impande SA, The New Leaders Foundation as well as GovChat being partners to the campaign. In May 2020, Phase 1 of the Vangasali campaign was launched that was aimed at finding every Early Childhood Development (ECD) service in South Africa. The first phase resulted in the development of a database of over 45,000 ECD services - the majority of whom are unregistered ECD centres. Central to Phase 2 of the Vangasali campaign is the ECD registration massification drive. More specifically, phase 2 involves standardising the process for ECD service registration across the country, and entails the following components:

1. Registration Jamborees as the entry point where relevant government officials can brief ECD services on requirements and distribute application packs.

2. The Nelson Mandela Foundation has printed and distributed 24,000 Vangasali application packs (containing all the forms that need to be completed, as well as examples and templates) to District DSD offices for distribution to ECD services. These packs are available in 7 languages.

3. Assessments using DSD’s ECD Registration Framework which allows for Gold, Silver & Bronze registration decisions and standardises conditional registration nationwide.

4. An Online Registration Management Tool, which tracks ECD registration nationally.

To help realise the above components, in partnership with the Department of Social Development (DSD) and Impande SA, we have been running orientation sessions for DSD and Environmental Health officials on the Vangasali project across all 52 Districts and Metros. 474 DSD officials and 160 Environmental Health officials have been orientated on Vangasali.

**ENHANCING ECD DELIVERY AT LOCAL GOVERNMENT LEVEL**

Over the past year, we worked with the Project Preparation Trust (PPT) as well as other government departments on the drafting of Draft Model by-laws, a draft ECD Infrastructure Sector Plan and a local government discussion document on ECD. We also commissioned a legal opinion on the changes that need to be made with respect to the Regulations to the Children’s Act to ease registration for ECD services as well as an opinion looking at the role of local government according to Schedule 4B of the constitution.
Atlantic Fellows

For Racial Equity

Atlantic Fellows for Racial Equity (AFRE)

AFRE continues to flourish. Three of the ten-member AFRE staff are based at the Foundation; the remaining operate from Columbia University. The transnational collaboration on all aspects of AFRE’s work has brought greater clarity about the how and why of AFRE’s work, from selection to the fellowship experience. Senior Fellow engagements, IDEA and narrative strategy. This has created fertile ground for innovation, and it is not surprising that new creative projects are being born, from Moya, our transnational literary magazine, to Imbewu, a capacity-building effort to support up-and-coming leaders. This duality of challenge and possibility has come to define the moment and AFRE’s response to it.

Fellowship Programme

The fellowship programme the centrepeice of our work continues to be well-received. The palpable care and respect in the cohort has been striking. Tears, words of encouragement and thoughtful disagreements are not uncommon in their weekly interactions. We have broken new ground this year in virtual design. We also remain attentive to the needs of the group by extending care, linking them with professional support, and helping Fellows to support one another.

In October 2020, Fellows gathered in the second Virtual Retreat focused on the theme: "Hearing Our Call to Leadership." The month-long journey explored social identities within the cohort and tackled the shape and limits of white supremacy and anti-Black racism. We introduced tools for Fellows to weather hardship in the work of leadership, grappling with strategies for holding the strong emotions we often encounter in the work of justice. Fellows also received results of their leadership 360s and reflected on the impact of their leadership on others and what they can learn from that feedback.

In February, the third Virtual Retreat focused on the theme: "Building the Future Through Us." The 4-session exploration was bookended with explorations of vision. At the start, Fellows focused on their vision for a liberated world, their personal contributions to it and how they will maintain longevity for staying power. At the end, they focused on their collective vision, and the contributions to racial equity they seek to make. In between, we had a 2-part inquiry into identity politics, beginning with an exploration in affinity groups of collectivised identities for political aims, and then grappling with the utility of race as a social construct in a racially equitable future. We explored how while we have a chance to draw the circle of political identities where we wish, we do not get to deny the belonging the humanity of others.

As we look to the remainder of the year, we have adjusted plans to meet the challenges of the ongoing pandemic. Fellows were scheduled to gather for immersive retreats in Johannesburg in June 2021 and New York City in September 2021. These plans have changed given the travel restrictions between South Africa in the US, and the issues with vaccine distribution in both our countries. Instead of meeting in Johannesburg in June, we now plan to convene 13-19 November 2021, circumstances permitting.

In addition, we are introducing Travel Vouchers, in lieu of the New York trip, to support Fellows to conduct their own trip to the United States or South Africa for the purposes of collaborating with one another. The voucher will available beyond 2021 to support as many as are keen to access it at an opportune time.

Senior Fellow Community

With two cohorts of Senior Fellows, the community is beginning to form. During the past few months, we have ramped up our efforts to support Senior Fellows to engage more substantively on areas of shared interest. In November 2020, the team convened the first cross-cohort Community Call. Part reunion and part strategy session, the meeting laid the blueprint for the year of Fellow-led webinars for Senior Fellows to engage with each other on topics of shared interest and “wise counsel” sessions for them to workshop ideas and strategies with their peers. We’ve also developed a bi-monthly Senior Fellows newsletter to facilitate connection among the Fellows and to amplify their work within AFRE’s growing network.

Our Senior Fellows continue to participate actively in Atlantic Institute events, as panelists on webinars and in community conversations.

Funding Awards

One of the key challenges that leaders in the racial equity field face is limited access to financial resources that can help them to bring new ideas and strategies to life. Meeting this need is why AFRE’s funding awards exist. We offer several types of funding awards: the first is to resource projects developed during the fellowship year (fellowship project awards), the second is for capacity-building for greater impact as Senior Fellows (capacity-building awards), and the third is to support the growth of ideas developed by Senior Fellows that strategically advance racial equity (growth awards).

IDEA

The focus of our IDEA activities will stem from the findings of the Landscape Analysis process. Specifically, the “big bet(s)” that AFRE lands on will determine the shape of the IDEA convenings that we can provide. In preparation for that work the staff will be developing an AFRE Design Thinking approach and framework within the next year that is rooted in our leadership framework and employs a racial equity ethos for creative problem-solving. We also are continuing to develop narrative interventions – namely Moya and Race Beyond Borders – that “trouble” prevailing narratives about race. We view these interventions as dynamic ways to enlarge the networks of influence and impact for our Fellows and for AFRE as a programme.

The first issue of Moya will focus on blackness across time and space. The content will be comprised of the contributions of international writers, artists and poets, including Senior Fellows, Fellows and Fellows from other Atlantic Fellows programmes whose expertise matches the theme. An editorial advisory board is advising on the strategic direction of the publication, and we are assembling the expertise for effective production.

Following last year’s release of a 7-episode season 1 of Race Beyond Borders, we are now planning season 2. This will be integrated with the first issue of Moya to offer a multisensory exploration into the same theme and extend the public visibility of the magazine beyond the launch of the issue.
EachOneFeedOne - PROJECT OUTLINE

Food insecurity is a critical issue in South Africa. The Covid pandemic has increased the severity of the situation dramatically, and many more South Africans will continue to fall under the food and lower bound poverty lines. Whilst there have been a number of interventions to provide for food by the state, the Solidarity Fund as well as private citizens and civil society organisations, it is clear that demand outstrips supply. Given the need, the Nelson Mandela Foundation (NMF) in collaboration with the Kolisi Foundation and Imbumba Foundation quickly established a food distribution campaign under the banner of EachOneFeedOne with the intention of feeding households across South Africa. With an initial contribution of R500,000 by the NMF the model involves providing food items and virtual vouchers for distribution to identified communities most in need of relief. The project is positioned within the NMF’s broader Mandela Day campaign.

PROJECT OBJECTIVES

1. To provide immediate relief to food insecure households in line with the Mandela Day strategic pillar of Food and Nutrition
2. To provide essential hygiene items to limit the spread of Covid in line with the Mandela Day Strategic Pillar of Sanitation
3. To develop an international campaign with existing and new partners to support these interventions in line with the Mandela Day Strategic Pillar of Active Citizenship

BENEFICIARIES

The project’s key beneficiaries are what we have identified as the most vulnerable:

1. Child-headed households and orphans identified by the Department of Social Development and community organisations
2. Elderly and indigent citizens who struggle to apply for relief from the state
3. Early Childhood Development practitioners in distress who are unable to apply for any relief from the state and who form the bedrock of South Africa’s education system.
4. Physically challenged individuals whose relief from the state may be insufficient
5. Shelters for women
6. Primary schools - to supplement the school nutrition programme

We further prioritised remote villages in rural South Africa where governance and outreach is weaker and poverty levels higher, as well as townships and informal settlements in urban areas where political instability is increasing due to need.

IMPACT

In the report period, the project provided emergency relief to more than 75,000 people in eight provinces. Our team travelled almost 30,000 kilometres by road. We are painfully aware, however, that meeting the immediate needs of the most vulnerable is not enough. We are exploring ways of transitioning EachOneFeedOne into a sustained advocacy programme focused on addressing the systemic dimensions of food insecurity in South Africa.

FEATURED PROJECT

For someone who gets a social grant of R1,800 a month this [food parcel] is a big deal, because people who have a disability must still buy a wheelchair or hearing aid, making the grant insufficient. The initiative gives dignity to many people during this time of COVID-19.

- Nthabiseng Molongwana, the Association of People with Disabilities, Thaba Nchu

Nelson Mandela Foundation

Annual Report 2020 / 2021

EACHONEFEEDONE - THABA NCHU

Sello Hatang, Siya Kolisi, Kaizer Motaung Jnr and Richard Mabaso at work for EachOneFeedOne.
Over many years, the Foundation has worked on archival projects with Mama Winnie Madikizela-Mandela and her family. She provided information and access to materials for a number of our book projects and exhibitions. When we were conceptualising the permanent exhibition on the life and times of Nelson Mandela, which now is a feature of our Centre of Memory, she provided access to the jackal-skin kaross which Madiba had used as part of traditional dress during his 1962 trial. Subsequently we worked with her to have the artefact professionally restored, and in 2013 she made it available to the Foundation on permanent loan for the exhibition, where it can still be viewed today.

When she began to work on her own book about the period in which she was incarcerated by the apartheid state, she turned to us for support. Our research and archive team worked closely with her and the publisher. The book, 491 Days: Prisoner Number 1323/69, was published by Picador Africa in 2013. Mama Winnie’s personal papers related to the project are still on permanent loan at the Foundation.

After she passed away in 2018, her family began to engage with the Foundation on the challenge posed by the wide array of papers and artefacts which remained in her Soweto house. We quickly agreed to provide sustained research and archive support. A project team was assembled and began with the first phase of the work – a painstaking and systematic assessment of the materials at the house. This was followed by a preliminary sorting and listing of the collection before it was packed and transported to the Foundation. Work on the project was slowed significantly by the Covid lockdowns of 2020 and 2021, but the team is almost ready to begin with the more detailed arrangement and description of the collection.

The family will take decisions on the long-term custody and use of the archive. The Foundation’s role has been one of facilitation and support, illustrating well the non-custodial approach we have embraced in relation to the broader Mandela Archive.
The Board of Trustees of the Nelson Mandela Foundation provides strategic leadership and oversight to the institution.

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.

PROFESSOR NJABULO NDEBELE CHAIRMAN

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

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

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

NIKIWE BIKITSHA

As one of South Africa’s leading radio and television news personalities, Nikiwe Bikitsha brings a fresh, youthful dynamic to the Nelson Mandela Foundation’s Board of Trustees.

She was senior news anchor at eNCA for six years, a position that put her at the forefront of major local and international developments, and afforded high-profile interviews with global leaders like Thabo Mbeki, Al Gore, Kofi Annan and Mo Ibrahim.

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

She also co-anchored AMLive on SAFm with veteran journalist John Perlman, and in 2006 received the Women in Media Rising Star Award for excellence in journalism. This broad media experience puts her in good stead to champion the Foundation’s work in promoting Madiba’s legacy through various outreach programmes, and to create awareness around the Foundation itself and help facilitate its dialogues.

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 Defense 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.

EACHONEFEEDONE - KHUMA CHILDREN’S HOME, STILFONTEIN

Running a children’s home during a pandemic in the rural community of Khuma has introduced more challenges to the administration of the centre… Since the start of the pandemic, it has been difficult to provide all these services [shelter, extra mural activates, health care programmes and a feedings scheme].

- Bright Vuyani Mdaka, Centre Manager
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 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 and Communications; Human Resources and Corporate Communications; Director for Africa and Asia at SABMiller; Communications, Public Affairs and Human Resources Director for Southern and Eastern Africa at Nestlé; and Deputy Group Executive for Strategic Planning at Telkom, amongst others.

JUDITH FEBRUARY

Judith February is a lawyer, governance specialist and columnist. She is a Visiting Fellow at the Wits School of Governance. Prior to that she was executive director of the HSRC’s Democracy and Governance unit and also head of Iwasa’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.

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 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 (ABISP) from 2005 to 2007. In 2003, ABISP presented him with the Financial Services Pioneer Award in recognition of his achievements in the field of investment management.
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.

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 – USA) 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.

We need to continue celebrating the women that give us less to worry about and more to feel good about.

- Pearl Thusi, Europa Art Ambassador
OUR STAFF

Agnes Manamela  
Anne-Young Maharaj  
Bongiwe Mzondeki  
Buyi Sishuba  
Ethel Arends  
Fikile Gama  
Florence Garishe  
Given Tucks  
Heather Henriques  
Isaac Pooe  
Joe Ditabo  
Kerileng Netshishivhe  
Khalil Goga  
Kneo Mokgopa  
Laetitia Mbuli  
Lee Davies  
Lerato Tshabalala  
Lesego Mafarah  
Limpho Monyamane  

CEO’s Office Intern  
Exhibitions Coordinator  
HR Coordinator  
PA to CEO  
Records Management Coordinator  
Events Coordinator  
Receptionist  
Procurement & Finance Officer  
IP & Governance  
ETF1 Coordinator  
Finance & Support Services Director  
Dialogue & Advocacy Director  
Comms & Advocacy Manager  
AFRE Programme Coordinator  
Information Systems Manager  
Archivist  
Special Project Coordinator  
COO

Luzuko Koti  
Mandlenkoski Dakada  
Namile Mchunu  
Noreen Wahome  
Ogone Phetlu  
Patronella Nqaba  
Razia Saleh  
Samantha Mashapa  
Sello Hatang  
Simó Phakathi  
Sophia Molelekoa  
Sumaya Hendricks  
Sylvia Graham  
Verne Harris  
Vuyiswa Nkomo  
Yase Godlo  
Zandile Myeka  
Zanele Riba  

Communications Director  
Communications Coordinator  
Accountant  
Donor care Coordinator  
Archives & Research Intern  
AFRE Researcher  
Archives Director  
Dialogue Intern  
CEO  
Mandela Day Intern  
Archivist  
Dialogue Analyst  
AFRE Programme Coordinator  
Knowledge & Leadership Development  
Financial Accountant  
Mandela Day Director  
Archivist  
Audiovisual Archivist
## Statement of Financial Position as at 28 February 2021

<table>
<thead>
<tr>
<th>Note(s)</th>
<th>2021</th>
<th>2020</th>
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</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
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<tr>
<td>Non-Current Assets</td>
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<tr>
<td>Investment Property</td>
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<td>Right-of-use Assets</td>
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<td>1 600 000</td>
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<td><strong>Current Assets</strong></td>
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<td>Other current assets</td>
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<td>Cash and cash equivalents</td>
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<td>91 757 358</td>
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<td><strong>Total Assets</strong></td>
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<td>437 108 992</td>
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<td><strong>Equity and Liabilities</strong></td>
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<td>Equity</td>
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<td>118 058 626</td>
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<td>Retained Income</td>
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<tr>
<td>Non-Current Liabilities</td>
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<tr>
<td>Lease Liabilities</td>
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<td>Trade and other Payables</td>
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<tr>
<td><strong>Total Equity and Liabilities</strong></td>
<td>496 164 437</td>
<td>437 108 992</td>
</tr>
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</table>
The Nelson Mandela Foundation Trust
Registration number IT9259/99
Financial Statements for the year ended 28 February 2021

Statement of Changes in Equity

<table>
<thead>
<tr>
<th>Contribution</th>
<th>Fair value adjustment through FVOCI</th>
<th>Accumulated Surplus</th>
<th>Total Equity</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>R</td>
<td>R</td>
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<tr>
<td>Balance at 01 March 2019</td>
<td>1 000</td>
<td>125 131 745</td>
<td>249 033 224</td>
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<tr>
<td>Profit for the year</td>
<td>-</td>
<td>-</td>
<td>28 022 962</td>
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<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>(7 073 119)</td>
<td>-</td>
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<tr>
<td>Total comprehensive income for the year</td>
<td>-</td>
<td>(7 073 119)</td>
<td>28 022 962</td>
</tr>
<tr>
<td>Balance at 01 March 2020</td>
<td>1 000</td>
<td>118 058 626</td>
<td>277 056 186</td>
</tr>
<tr>
<td>Profit for the year</td>
<td>-</td>
<td>-</td>
<td>40 343 444</td>
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<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>14 658 616</td>
<td>-</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>-</td>
<td>14 658 616</td>
<td>40 343 444</td>
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<tr>
<td>Balance at 28 February 2021</td>
<td>1 000</td>
<td>132 717 242</td>
<td>317 399 630</td>
</tr>
<tr>
<td>Note(s)</td>
<td>14</td>
<td>25</td>
<td></td>
</tr>
</tbody>
</table>

Note(s)

EACHONEFEEDONE - MANDELA DAY DISTRIBUTION

It is important for us to hold hands and to try and help out where we can... That’s why it’s so important for me to contribute to the world and to society because it gives me so much and I have to give it back as well.

Zozibini Tunzi, Miss Universe 2019

The Nelson Mandela Foundation Trust
Registration number IT9259/99
Financial Statements for the year ended 28 February 2021

Statement of Cash Flows

<table>
<thead>
<tr>
<th>Note(s)</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash receipts from customers</td>
<td>104 585 610</td>
<td>89 531 097</td>
</tr>
<tr>
<td>Cash paid to suppliers and employees</td>
<td>76 789 609</td>
<td>(69 957 750)</td>
</tr>
<tr>
<td>Cash generated from operations</td>
<td>26 796 001</td>
<td>19 573 347</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(165 687)</td>
<td>-</td>
</tr>
<tr>
<td>Tax paid</td>
<td>(1 171 487)</td>
<td>-</td>
</tr>
<tr>
<td>Net cash from operating activities</td>
<td>26 458 827</td>
<td>19 573 347</td>
</tr>
<tr>
<td>Cash flows from investing activities</td>
<td></td>
<td></td>
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<tr>
<td>Payments for property, plant and equipment</td>
<td>4</td>
<td>(524 171)</td>
</tr>
<tr>
<td>Proceeds on sale of property, plant and equipment</td>
<td>19</td>
<td>-</td>
</tr>
<tr>
<td>Payments for investment property</td>
<td>3</td>
<td>(25 622 620)</td>
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<tr>
<td>Purchase of other intangible assets</td>
<td>7</td>
<td>(463 495)</td>
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<tr>
<td>Payments for financial assets at fair value through other comprehensive income</td>
<td>23 000 000</td>
<td>-</td>
</tr>
<tr>
<td>Interest Income</td>
<td>1 439 196</td>
<td>3 582 980</td>
</tr>
<tr>
<td>Net cash from investing activities</td>
<td>(48 171 090)</td>
<td>(5 027 672)</td>
</tr>
<tr>
<td>Cash flows from financing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payment on lease liabilities</td>
<td>(146 848)</td>
<td>(230 036)</td>
</tr>
<tr>
<td>Additions to leases</td>
<td>-</td>
<td>864 632</td>
</tr>
<tr>
<td>Net cash from financing activities</td>
<td>(376 884)</td>
<td>634 596</td>
</tr>
<tr>
<td>Total cash movement for the year</td>
<td>(22 089 147)</td>
<td>15 180 270</td>
</tr>
<tr>
<td>Cash at the beginning of the year</td>
<td>79 990 025</td>
<td>64 809 754</td>
</tr>
<tr>
<td>Total cash at end of the year</td>
<td>11</td>
<td>57 900 878</td>
</tr>
</tbody>
</table>
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.

Atlantic Philanthropies
Absa Bank Limited
AECI
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The lesson for me was the depth of the need and the depth of poverty in our country... Just that opportunity to see a need and responding to that need. This project has been very special and very humbling...

- Jerry Mabena, CEO: Motsamayi Tourism
Donations can be made securely online by credit card or PayPal. Simply visit www.nelsonmandela.org. Or, you can mail a check payable to KBFUS, with a memo designation for the Nelson Mandela America Fund, to:

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

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.

In the United States, funds to support the Nelson Mandela Foundation are raised through the Nelson Mandela America Fund of the King Baudouin Foundation United States (KBFUS). As a registered 501(c)(3), all donations are tax-deductible to the limit of the law.

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: NEDZAJJ
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.
“For the world, for South Africa, and for the Nelson Mandela Foundation, 2020 and the early part of 2021 was a period of unprecedented challenge.”

– Sello Hatang, Chief Executive