WE AS A PEOPLE CHOSE THE PATH OF NEGOTIATION, COMPROMISE AND PEACEFUL SETTLEMENT. INSTEAD OF HATRED AND REVENGE WE CHOSE RECONCILIATION AND NATION-BUILDING.

NELSON MANDELA | Nobel Square, Cape Town, South Africa, 14 December 2003

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

MISSION
To contribute to the making of a just society by keeping alive the legacy of Nelson Mandela, providing an integrated public information resource and convening dialogue around critical social issues.

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

SLOGAN
“Living the legacy”

THE SPIRAL
The spiral, which in many ancient societies symbolised constant renewal, simultaneously represents the centrering of memory, disseminating information and widening impact in the world, which is at the heart of our work.
THE CONTENTS

1. Message from the Chairman
2. Chief Executive's Review
3. The Centre of Memory opening
4. Dialogue and Advocacy
5. The Eleventh Nelson Mandela Annual Lecture
6. The Archival Platform
7. International Mandela Dialogues
8. The Virtual Archive and the web
9. Collections
10. Exhibitions
11. Publications
12. Research
13. Nelson Mandela Day
14. Communication and Records Management
15. Governance and Support Services
16. Tribute to our late Founder, Nelson Rolihlahla Mandela
17. The Trustees of the Nelson Mandela Foundation
18. The Staff of the Nelson Mandela Foundation
19. Extract from the consolidated financial statements
20. Donors of the Nelson Mandela Foundation
21. Website and social media report (Annexure A)
22. Special digital project 5-15 December 2013 (Annexure B)
23. How to support the work of the Nelson Mandela Foundation
24. Nelson Mandela organisations
Madiba is gone, but his legacy lives on. Madiba is at rest, but we cannot rest while there is work to be done.

MESSAGE FROM THE CHAIRMAN

NJABULO S. NDEBELE
CHAIRMAN OF THE BOARD OF TRUSTEES
OF THE NELSON MANDELA FOUNDATION

Two other major developments marked this extraordinary year in our organisation’s history. After a long refurbishment project our building was unveiled to the public as a fully customised Centre of Memory by President Jacob Zuma.

This state-of-the-art facility is now available to the public as a space for memory and dialogue work. The concept for it was approved by Mr Mandela in 2004, and it seems fitting that the opening took place just weeks before he died. Secondly, the Board adopted a five-year strategic plan for taking the Foundation to the next level of impact and sustainability.

As our annual report demonstrates, despite the demands of an extraordinary year the Foundation was able to maintain high levels of delivery across all its line function platforms. In particular the Nelson Mandela Annual Lecture delivered by Mo Ibrahim and the Mandela Day activities were part of the range of rich content and expanding reach, which are all the hallmarks of our work.

Such achievements were made possible by the support given us by our donors and partners, the solidarity offered by our friends, the commitment of our Board of Trustees, and the hard work of our staff. Our gratitude is immense.

Madiba is gone, but his legacy lives on. Madiba is at rest, but we cannot rest while there is work to be done. With his two other legacy organisations, the Nelson Mandela Children’s Fund and The Mandela Rhodes Foundation, we must continue his work.

The Nelson Mandela Foundation promotes the legacy of our Founder through the pursuit of social justice, peace, and strong democracy. In doing so we work with “memory” and “dialogue” as the means of engagement.

The year 2013 was a momentous one for the Foundation. We lost our beloved Madiba. After a lifetime of work he came to the end of his life, as he had foreseen. “When a man has done what he considers to be his duty to his people and his country, he can rest in peace,” he once said.

He departed with us feeling exposed. But his memory gives us energy and purpose. We send our gratitude to our friends and supporters in South Africa and the world over, who helped us mourn with his widow, Graça Machel, the Nelson Mandela Foundation, his children, great-grandchildren, great great-grandchildren, and at South Africans. With such global goodwill we can face the future with some confidence.

Saile Hlatshwayo, our new Chief Executive Officer, and his dedicated team of staff drew on the rich reservoir of imagination and endurance to take us through this testing time at great.

In June 2013 he led forward to Richard Dangor after over six successful years as Chief Executive Officer. He led the Foundation through the transition from being Mr Mandela’s post-presidential office to becoming a streamlined non-governmental organisation, promoting social justice through memory and dialogue work. We welcomed Saile Hlatshwayo in to the position, and he has taken the reins with energy and assurance.

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“Nothing brings more pride and satisfaction to the old guard than to know that the ideas for which they have sacrificed so much are coming to fruition at last.”

— Nelson Mandela, a letter to Franklin Soni, written in Victor Verster, Paarl, South Africa, 21 August 1989

NELSON MANDELA FOUNDATION | ANNUAL REPORT 2013-2014
The year 2013-2014 was dominated by our Founder's hospitalisation in June 2013, his passing on 5 December, and the national mourning period that followed. The Foundation was overwhelmed by demands from the world's media and by the multiple needs of its own stakeholders and the public.

By any standards, this was an extraordinary moment in the life of an institution. We walked the whole period on a tightrope, determined to keep Mr Mandela's legacy alive by pursuing the mandate he gave us, and keep Mr Mandela's legacy alive by pursuing the mandate he gave us, with passion and endurance.

The organisational challenge was exacerbated by five other demands:
• Our Centre of Memory forms the hub for that work.
• The growth of our web-based and social media delivery platforms
• The Centre of Memory was put to an extraordinary test in the weeks
• Highly successful Nelson Mandela International Day and Nelson
• A robust recasting of organisational messaging designed to communicate
• Completing of our building's refurbishment project and the installation of
• The development of a new five-year strategic plan (2013-2018) through an
• The appointment of a new Chief Executive and a restructuring of the
• The opening of the refurbished building as a public facility, the Nelson
• The key objective for the Foundation's programme in 2013-2014 was to
• A greater range and a greater number of dialogues than ever before
• Successful completion of the Foundation's Centre of Memory and its
• The growth of our web-based and social media delivery platforms
• All of this impacted profoundly on the organisation's routine
• Programmatic work

Programmatic work

The two objectives of the Foundation’s programme in 2013-2014 was to:
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With the passing of our Founder and the opening of our Centre of Memory, the Nelson Mandela Foundation has come of age as one of a family of organisations mandated to promote Mr Mandela's legacy.

Conclusion

Our Board has been a pillar of strength as we entered this particularly challenging year. Our staff has worked tirelessly as we and the team throughout. Our donors, partners and other stakeholders for generous support through a particularly challenging year.

The Nelson Mandela Foundation has some of the'organisation' mandate to promote Mr Mandela's legacy. I wish to thank our donors, partners and other stakeholders for generous support through a particularly challenging year. Other organisations mandated to promote Mr Mandela's legacy.

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“...there is no single individual who can undertake the enormous task of solving the problems of this country. If anybody has acquired any particular status that is due very largely to what Mr Mandela..."
The Nelson Mandela Foundation is committed to securing a dialogue component to all its work. This is regarded as a key value, rooted in Nelson Mandela’s legacy.

The report period’s strong focus areas were youth, reckoning with oppressive pasts and international dialogue.

A central element of the youth focus is provided by the Foundation’s partnership with Life Co Unlimited SA. The Nelson Mandela: The Champion Within programme provides a means to promote Nelson Mandela’s legacy among young people in the context of focused leadership training. In the report period 19 676 university, college and high school students were reached.

Numerous informal dialogues were conducted with stakeholder institutions. New working relationships were established, while those already in place were expanded and enhanced. A strong element of advocacy informed these dialogues.

Worth specifically mentioning are the following:

- The Foundation participated in the Promotion of Access to Information Act (PAIA) Civil Society Network – a network of Freedom of Information organisations in South Africa
- The Foundation was a partner in the national Archival Platform project (see page 11 for more information)
- The Foundation was represented on the Mandela Prison House Project (Cape Town), and the Honk/Capture Site Reference Group (Kwemeleni/Mgwenami)
- The Foundation hosted the Kathrada Foundation’s July 2013 Youth Summit, and provided input to it.
- In July 2013, the Foundation organised a farewell service for Mr Mandela’s hospital bedside of surviving Rivonia Trialists
- The Foundation hosted numerous visits by university and school groups from South Africa and the United States.

Advocacy interventions:

- The Foundation continued to conduct follow-up work in response to the Department of Justice’s failure to provide access to records related to Mr Mandela (in response to a formal Promotion of Access to Information Act request), and its role with the National Intelligence Agency about Mandela-related material in its custody
- Through the Archival Platform, the Foundation monitored the passing of the Protection of Personal Information Act and commissioned an analysis of its implications for memory institutions

In November 2013, the Foundation launched its first major international dialogue series, in partnership with the U2 Global Leadership Academy. Focusing on transitional justice and reckoning with oppressive pasts, the series involved 26 participants from 10 countries. The series was launched with a highly successful first dialogue in South Africa. (See page 13 for more information).

Formal dialogues:

Aside from those associated with the 11th Nelson Mandela Annual Lecture (see the following section of this report), a range of other formal dialogue forums were convened by the Foundation:

- In March 2013, the Foundation hosted British politician David Miliband in two dialogues with youth
- In partnership with the Clinton Foundation and the City of Tshwane, the Foundation hosted a dialogue for youth led by Bill Clinton and a number of African changemakers
- In partnership with the Department of International Relations, Brand South Africa and the Reports Company of South Africa, the Foundation convened a series of four youth colloquia exploring the theme of active citizenship
- In November 2013, Finance Minister Pravin Gordhan launched the State of Democracy Report with Goldman Sachs at the Foundation’s Centre of Memory
- Daily dialogue spaces led by prominent thought leaders were created in the Centre in the week after Mr Mandela’s passing.

Staff members contributed to professional publications and delivered papers at professional gatherings in Canada, Germany, Japan, Portugal, South Africa and the United States.
The renowned African business leader and philanthropist Dr Mo Ibrahim delivered the Eleventh Nelson Mandela Annual Lecture, on the 17th of August at the University of South Africa in Tshwane.

Speaking at the University of South Africa, which awarded Nelson Mandela his law degree in 1984, Dr Ibrahim explored the question of social cohesion in African and global contexts. He issued a strong challenge for good leadership before an audience of close to 1 000 people.

This Annual Lecture was broadcast live on SABC2, DStv Channel 404 and a number of radio stations. For the first time the Lecture was streamed live on the Foundation’s website and Facebook platforms.

The biggest audience yet was reached for the lecture, with over half a million people estimated to have viewed it on SABC2 alone. The advertising value equivalent (AVE) for the Lecture was R8.5-million.

In addition to the Lecture, Dr Ibrahim engaged in three formal dialogues:
• A conversation with Jay Naidoo and Irene Charnley on business and social cohesion at the Foundation’s Centre of Memory
• A dialogue with South African youth changemakers at Johannesburg’s Maboneng Precinct, on active citizenship
• A conversation on gender with Graça Machel, Ferial Haffajee, Aisha Mohamed and Kave Bulambo at Freedom Park.

Building Social Cohesion
“Nothing can be as valuable as being part and parcel of the history of a country.”

– Nelson Mandela, from a letter to Winnie Madikizela-Mandela, written on Robben Island, 10 June 1969

The Archival Platform was established by the Nelson Mandela Foundation and the Archive and Public Culture Initiative at the University of Cape Town in response to challenges raised by delegates to the 2007 National System, Public Interest Conference. This important dialogue, co-convened by the National Archives, the Nelson Mandela Foundation and the Witwatersrand University’s Constitution of Public Intellectual Life Research Project, was a high-profile attempt to draw attention to the growing crisis in the archive.

As a civil society initiative, and one of four archival projects funded by Atlantic Philanthropies under the organisation’s South African Reconciliation and Human Rights programme, the Archival Platform is committed to deepening democracy through the use of memory and archives as dynamic public resources.

The Archival Platform focuses on the memory, cultural practices, artifacts, places and documentary record of the country’s history, and the discourse around remaking the past in the present. It works to play a catalytic role in the way in which practitioners, theorists and the general public think about the archive and the ways in which archiving is practiced in South Africa, especially in relation to social justice and how the past is understood.

At the heart of all the Archival Platform’s activity is a concern with the archive, the record of the past: the choices and decisions that are made about what is preserved and what is not; the systems that are used to safeguard the archive; the arrangements through which decisions about access are made and what is restricted and what is made accessible; the ways in which the archive is curated or brought into the public domain; and the purpose to which it is put. It aims to provide increasing strategic coherence to the sector through activities that focus on communication, research, networking and advocacy.

The Archival Platform communicates with the sector through a website that is updated regularly with opinion pieces, news and other information of interest to the sector, as well as other social media platforms and dialogue forums. The Ancestral Stories project focuses on family histories and has played a significant role in expanding the concept of “archive” and the way in which the past is constructed and viewed. It has attracted widespread interest and participation, and is one of the most visited pages on the website.

A Registry of Archival and Memory Institutions is being developed, and will be placed on the website to provide a portal through which these institutions and their holdings can be promoted and accessed. The Archival Platform is developing an ongoing series of the South African archival sector, and is also compiling a State of the Archive report to be published in 2014 to provide a new way of thinking about the sector, and identify gaps and opportunities for future action.

Oversight of the Archival Platform project is performed by a steering committee comprising Professors Carolyn Hamilton (UCT) and Njabulo Ndebele, Verne Harris and Sello Hatang (Nelson Mandela Foundation), Dr Mbongiseni Buthelezi (UCT) and Noel Solani (Nelson Mandela Museum, Mthatha).

www.archivalplatform.org

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www.archivalplatform.org
The series is a partnership between the Foundation and GIZ’s Global Leadership Academy. It will comprise three dialogue forums in three different countries during 2013 and 2014, with South Africa being the first in November 2013. The project has selected 26 participants from 10 countries, who will attend all the forums, explore issues as a collective, and ensure that the diverse experiences of their countries are compared and contrasted.

Experiences of transition from oppression or conflict have shown us that the more difficult memory work happens outside formal transitional justice interventions. This work is important to sustained democratisation. The dialogues therefore seek to support, inspire and inform those engaged in memory work in such situations. This will include sharing experiences of the constraints and limitations to this kind of work; creative thinking about how obstacles may be overcome; and the creation of an international network to support this work.

Between 6 and 10 November 2013 the Nelson Mandela Foundation and GIZ’s Global Leadership Academy brought together the 26 participants from 10 countries to engage in the first of a three-part dialogue series on memory work.

The participants were activists, analysts and functionaries, with many straddling (over time or at the moment) these somewhat artificial categories. Despite their different national contexts, experiences and professions, the participants shared with the two convening organisations a sense of having reached an impasse in their personal and professional capacities — a sense of not being more questions than answers about memory work. They shared a common desire to grapple with the difficult questions they face in their daily practice, and to learn from each other.

While the lines of inquiry that emerged from the dialogue emphasize the strains and tensions in memory work, what is equally evident is a powerful shared vision — namely, that memory work should be geared to preventing a recurrence of past conflict, injustice or oppression; and to making a future that the next generation will regard as worth the labours that saw them grow into creation. In locating the dialogues in three countries with very different pasts, and approaches to dealing with the past, the convening organisations sought to offer participants an opportunity to immerse themselves in each country and engage with a diversity of different experiences.

Through immersion the participants are offered a chance to reflect both on the similarities and differences between these contexts and their own regional, national and local experiences. In doing so, it is hoped that they will find new answers to difficult, perhaps not yet understood, global questions about memory work, and new ways forward.

In South Africa the immersion was provided by opportunities to engage South Africans and to see or visit a range of spaces, landscapes and memory sites: the Nelson Mandela Foundation’s Centre of Memory in Houghton, Johannesburg, Nelson Mandela’s houses in Houghton and Johannesburg, the Voortrekker Monument in Pretoria and Freedom Park (Pretoria).
Unlike most conventional archives, the Nelson Mandela Foundation’s Centre of Memory is not defined by the custody of physical collections (although it has substantial and growing collections).

The Mandela Archive is infinite, fragmented, and scattered both geographically and institutionally. It is neither the intention of the Foundation, nor its mandate, to bring all these materials into a single physical collection. The imperative is to document this vast resource, facilitate access to it, and promote its preservation and use.

The most important tool in achieving this objective is web-based technology. The Foundation has conceptualised a multi-layered virtual archive (portal) accessible through the organisation’s website www.nelsonmandela.org. The following key design elements define the portal’s shape – a surface layer of stories and information; databases providing dense description of materials; linkages to actual materials, to other sites and to different layers within the site; digitised materials, from hard copy to moving images; and a social media webbing around it.

Digitisation activity was focused in six areas:

- A comprehensive digitisation audit was undertaken, including processing of the huge-cas-acquired 46664 archive – the archive now has eight terabytes of digitised content, with more than half having at least elementary metadata
- The audit revealed a number of weaknesses in the Foundation’s storage of digital content, so we commissioned a proposal to ensure an integrated storage, management and content delivery solution. The proposal is being assessed
- The digitisation of remaining non-digital film materials (with the exception of the 46664 archive) was prioritised – 180 hours of footage was digitised in the report period
- The Foundation’s virtual exhibits on the Google Cultural Institute platform were maintained and functionalities monitored
- Routine metadata work saw 1 400 metadata records edited
- In 2012 the National Archives approached the Foundation for assistance with the digitisation of the Rivonia Trial Yutar Papers. Under the oversight of the Foundation, this records accumulation was digitised by a service provider, National Archives staff were provided with elementary training in digitisation, and over 4 000 metadata records were created.

Website management continued to receive sustained attention. Monthly meetings with the service provider ensured close monitoring and continuing functionality enhancement. The website has full portal functionality and is under development as the Nelson Mandela Portal.

The portal has established itself as the most trusted and widely used Internet resource for research on the life and times of Nelson Mandela. Use of the portal (the main site and several subsidiary sites) in the report period showed astronomical growth (see Annexure A for detailed statistics). Unique visitor numbers for the main site, for example, increased by over 600%. Use of the O’Malley archive grew by over 100%. The Google Mandela Archive site received 12-million hits in the 48-hour period after Mr Mandela passed away.

Ensuring that the Foundation’s systems would cope with this type of load demanded special intervention – see Annexure B for a detailed account of the intervention. It is not yet clear how much of this traffic will lead to sustained growth.

This report year marked the third year of Foundation engagement with social networking media – Facebook, Flickr, Twitter and YouTube. All four platforms are integrated into the portal, and not surprisingly traffic grew exponentially – Facebook use, for instance, grew by over 500% and Twitter by 125%.
As has been explained, the Nelson Mandela Foundation’s Centre of Memory is not primarily a collecting enterprise. Nevertheless, substantial and valuable collections are being built up: the gift and award collections continue to grow, more Foundation organisational records were added to the archive, and a number of significant accessions were acquired.

For example, a small collection of previously unknown Rivonia Trial photographs, and a collection of treason Trial documents and press cuttings were acquired. But the most notable acquisition encountered by the Centre of Memory was the passing of our Founder, and the huge numbers of tribute books from all over the world. These are still being processed.

The full contents and processing of these latter items will form the focus of future reports. Meanwhile, as far as proactive acquisition strategy is concerned, the capacity constraints remain prohibitive. The Centre of Memory is now in the process of building archival facilities to accommodate the anticipated future growth of the collections, with the building intended to house the Centre of Memory, Imani Media and the office of the Foundation’s CEO.

Capacity constraints make proactive acquisition impossible and the Centre of Memory is therefore unable to accept any new collections. This is unfortunate, as the Centre is not able to meet the demand for the Centre’s facilities. The Centre of Memory is therefore unable to accommodate any new collections. This is unfortunate, as the Centre is not able to meet the demand for the Centre’s facilities.

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The Foundation continued to generate exhibitions and to test different partnerships, models and audiences. The major focus in the report period was on developing a permanent exhibition on the life and times of Nelson Mandela for the refurbished upper level of the Centre of Memory. This exhibition focuses on the broad impact of the Centre and includes a new Nelson Mandela post-presidential office from 2002 to 2010. Launched in November 2013, it offers a perspective on Mandela’s life within the contexts of colonialism, apartheid and democracy.

The narrative is carried by short text panels and a diverse range of other elements – artefacts, documents, photographs, film, sound recordings and special installations.

Two elements make this exhibition unique:
• The displays of artefacts and documents from Mandela’s private archive
• The walk-in feature of Mandela’s post-presidential office, preserved as it was the last time he used it for this Foundation.

For the Foundation the exhibition must remain a work in progress, constantly being refreshed, updated and enhanced. It will always be brought into conversation with smaller-scale temporary exhibitions mounted in the adjacent foyer area.

Two temporary exhibitions were generated for the foyer area:
• “Black Man in a White Man’s Court: The Forgotten Trial of Nelson Mandela” ran between July 2013 and January 2014, and is now being prepared for installation at UNISA.
• “For Madiba with Love,” a selection of images by world-renowned photographer David Turnley from the period 1985-1995, was launched in February 2014 as part of the Foundation’s marking of the 20th anniversary of democracy in South Africa.

A mobile version of the Centre’s permanent exhibition was used successfully for the first time at a fundraising event in New York in February 2014.

During the report period:
• A tribute to Nelson Mandela was used by the prestigious Japan Association of International Cultural Heritage.
• A display of autographed books from Mr. Mandela’s gift collection was displayed in the permanent exhibition space at the Centre of Memory from May to November 2013.
• Also displayed were:
  • Magazines with Mr. Mandela on the cover, November 2013 to February 2014; and materials representing Nelson Mandela’s engagement with the Ford Foundation and other United States entities and individuals, open to the public at the Centre of Memory from February 2014.
  • The Foundation’s first exhibition, 466/64: A Prisoner Working in the Garden, launched jointly with the National Archives, remained as a permanent feature of the Constitution Hill precinct, located in the “Mandela Cell.”
  • The Nelson Mandela Academic Hospital (Mthatha) retained the exhibition developed for the 2010 Mandela Day.
  • The major exhibition Mandela remained on display at the Apartheid Museum throughout the year (where it is viewed by an average of nearly 1,000 people a day). New versions of it will be on display in Paris between May and July 2014 and in Washington, DC from October 2013. The Spanish version was on display in Peru for July and August 2013, and in Ecuador between October and December 2013.
Writing is a prestigious profession which puts one right in the centre of the world, and to remain on top, one has to work really hard, the aim being a good and original theme, simplicity in expression and the use of the irreplaceable word.”

— Nelson Mandela, from a letter to Zindzi Mandela, written on Robben Island, 4 September 1977

The programme worked on eight publications in the report period:

• A paperback edition of *A Prisoner in the Garden: Opening Nelson Mandela’s Prison Archive* (Penguin) was published
• A new edition of *Mandela: The Authorised Portrait* (Penguin Random House) was developed and is due for publication soon
• An eBook edition of *Nelson Mandela: The Authorised Comic Book* was published
• The book *491 Days*, a collection of archival records related to the prison experience of Winnie Madikizela-Mandela and developed in collaboration with her and Swati Dlamini, was published by Picador
• A companion volume to the feature movie *Mandela: Long Walk to Freedom* (Macmillan) was published
• *Mandela Notes*, a series of high-quality notebooks, was developed with PQ Blackwell and Exclusive Books
• Linked to the former was a *Learner’s Diary* (PQ Blackwell), cross-subsidised by sales of the notebooks
• A new edition of the *Children’s Long Walk to Freedom* (Macmillan) is being worked on.

In the report period the Foundation published a catalogue to the exhibition *Black Man in a White Man’s Court*, and work is far advanced on a visitor’s guide to the Centre of Memory and a learner’s permanent exhibition worksheet.
RESEARCH

During the report period the Foundation fielded several thousand inquiries about Mr Mandela, archival sources, access to materials, and use of Mr Mandela's intellectual property. The Foundation constitutes a one-stop shop for all such inquiries, whatever their origin. After Mr Mandela's hospitalisation in June 2013, and again after the passing on December 11, the Foundation was overwhelmed by demand for research support by the media.

Major publications which benefited from the Foundation’s dedicated research remained include:

• New documentaries and tributes by a range of film and television media (including the History Channel)
• Anant Singh’s feature film version of Long Walk to Freedom. The programme also provided research support to the film’s companion book, and to a project using the film as a schools teaching resource in New York State
• The Cambridge Companion to Nelson Mandela
• Autobiographies by Bob Hepple and Christo Brand
• SA Tourism’s guide to Nelson Mandela-related sites
• New books on Mr Mandela by Danny Schechter and Kyler Fisher (Opie).

Nonetheless, five special research projects were undertaken:

• The Mandela Materials database was supported by research in the Johannesburg Public Library, the Pretoria News archives, the University of London, the School for Oriental and African Studies (London), the South African Library, the Mayibuye Centre, the Wits Archives and Historical Papers.
• The third phase of the Mandela Prison Files project – the detailed arrangement and checking of Mr Mandela’s incoming and outgoing correspondence – was concluded.
• The identification of every error of fact, inaccuracy, misspelling and typo in Mr Mandela’s autobiography Long Walk to Freedom, a project started in the previous report year, is close to conclusion.
• A project to identify all political prisoners in Robben Island’s B section at the same time as Mr Mandela, was concluded.
• A listing of all book forewords written by Mr Mandela.

Work continued on the Mandela family tree, the Mandela timeline, and the generation of an online database of Mandela quotes.

Most of the programme’s capacity for sustained research was harnessed to the needs and priorities flowing from Nelson Mandela’s illness and passing, and from the opening to the public of the Centre of Memory.
The Nelson Mandela Day campaign was introduced in 2009, aimed at building cultures of service in communities around the world and providing an instrument for ensuring that the Mandela legacy remains a living one.

In the following year the United Nations adopted 18 July as Nelson Mandela International Day, and the campaign has become a major success with substantial and growing global impact. The demand placed on the Foundation by Mandela Day-related activities and projects was intense. This took the form of providing navigations with information on the Mandela, giving access to images, contributing speakers at events, and following evaluations and results of various events for certain events. Mandela Day has emerged as a significant and arguably critical platform for delivering rich content on the life and times of Nelson Mandela.

In keeping with the determination to make the call for continued service rather than for one-off acts of charity, the theme for 2013 was “Take Action; Inspire Change; Make Every Day a Mandela Day.” Three focus areas were adopted: food security, shelter, and education and literacy. The Foundation engaged with a wide range of partner institutions on flagship projects designed to demonstrate the campaign’s ethos and highlight opportunity in the focus areas. For instance, four partners delivered 17 new school libraries across the country.

Traffic to www.mandeladay.com as the key campaign communication platform grew by 59.22% (from 73,599 unique visitors in July 2012 to 117,184 unique visits in July 2013). The total number of projects/activations registered on the website for 2013 showed a 32% increase over the previous year, from 594 to 782. The advertising value equivalent (AVE) of the campaign totalled R205-million.
In the report period:

• The Foundation continued to enjoy a hugely buttressed joint web presence with the Nelson Mandela Children’s Fund and The Mandela Rhodes Foundation.

• The records management component provides support with the handling of routine correspondence. On the one hand, workload was reduced by the introduction of an automatic routing by subject functionality on the Foundation’s email inbox. On the other, the component was overwhelmed by the volumes of well-wishes, condolences and tributes received following the Founder’s passing on 5 December 2013.

• Two priority interventions for 2014 were identified: a comprehensive review of the filing plan, and a study of record creation and retention requirements. As a first step towards both interventions, a one-day workshop by Datacentrix was planned for March 2014.

• The organisational records management function was overseen.

In the report period:

• The new organisational filing plan, implemented in 2011, continued to be subjected to close monitoring. The electronic version (EDocs) was given sustained training and monitoring support. Docus was upgraded twice.

• Support was provided to both paper-based and electronic back-up exercises.

• Two priority interventions for 2014 were identified: a comprehensive review of the filing plan; set a study of record creation and retention requirements. As a first step towards both interventions, a one-day workshop by Datacentrix was planned for March 2014.

COMMUNICATIONS & RECORDS MANAGEMENT

GOVERNANCE & SUPPORT SERVICES
REST IN PEACE, MADIBA

In the last few years of his life, Nelson Rolihlala Mandela experienced a recurring lung infection and other health problems. He was hospitalised several times to treat his extended illness. He died at his home on 5 December 2013. Ten days of mourning followed, as the world’s media provided saturation coverage to a global audience. He was laid to rest at his home in Qunu on 15 December 2013.

HAMBA KAHLE, MADIBA
1918–FOREVER

Nelson Mandela Foundation
Living the Legacy
“IT WAS PRECISELY BECAUSE HE COULD ADMIT TO IMPERFECTION – BECAUSE HE COULD BE SO FULL OF GOOD HUMOUR, EVEN MISCHIEF, DESPITE THE HEAVY BURDENS HE CARRIED – THAT WE LOVED HIM SO.”

– BARACK OBAMA

“This is a message he communicated all the time: it does not matter what your background is, or your circumstance, it is within each of us to achieve anything we want in life.”

– NANDI MANDELA
Mr. Ahmed Kathrada

Ahmed Kathrada is a veteran anti-apartheid activist who was jailed for life on 12 June 1964, with Nelson Mandela, Walter Sisulu, Denis Goldberg, Govan Mbeki, Raymond Mhlaba, Andrew Mlangeni and Walter Sisulu. After 13 years in prison, he was released in October 1978 under the terms of the then Government of National Unity’s 1977 unbanning. In 1988 he again spent time in jail. He was released in 1990, at the same time as Mr. Mandela. After the 1994 election, he was the first Premier of Gauteng Province, in the 1970s. He served a total of 13 years on Robben Island for his political activities before being released in 1987. He has written several books, including ‘The Negotiator’, which won the Sunday Times Fiction Book of the Year Award in 1997; ‘No To Racism-Discrimination in All Sport’; and ‘The Cry of Winnie’ which has been translated into 27 languages. He is a member of the Board of the Nelson Mandela Foundation and is currently chairman of The Mandela Rhodes Foundation, the Nelson Mandela Foundation and the SDN Group. He is also the author of the book ‘The Cry of Winnie’ which was published to critical acclaim in 2003 (a revised edition was published in 2013). As a public figure, he is known for his incisive insights on a range of public issues in South Africa.

Mandela, Walter Sisulu, Raymond Mhlaba, Denis Goldberg, Govan Mbeki, Elias Motsoaledi and Andrew Mlangeni.

Ahmed Kathrada is a veteran anti-apartheid activist who was jailed for life on 12 June 1964, with Nelson Mandela, Walter Sisulu, Denis Goldberg, Govan Mbeki, Raymond Mhlaba, Andrew Mlangeni and Walter Sisulu. After 13 years in prison, he was released in October 1978 under the terms of the then Government of National Unity’s 1977 unbanning. In 1988 he again spent time in jail. He was released in 1990, at the same time as Mr. Mandela. After the 1994 election, he was the first Premier of Gauteng Province, in the 1970s. He served a total of 13 years on Robben Island for his political activities before being released in 1987. He has written several books, including ‘The Negotiator’, which won the Sunday Times Fiction Book of the Year Award in 1997; ‘No To Racism-Discrimination in All Sport’; and ‘The Cry of Winnie’ which has been translated into 27 languages. He is a member of the Board of the Nelson Mandela Foundation and is currently chairman of The Mandela Rhodes Foundation, the Nelson Mandela Foundation and the SDN Group. He is also the author of the book ‘The Cry of Winnie’ which was published to critical acclaim in 2003 (a revised edition was published in 2013). As a public figure, he is known for his incisive insights on a range of public issues in South Africa.
"My inspiration are men and women who have emerged throughout the globe, and who have chosen the world as the theatre of their operations and who fight socio-economic conditions which do not help towards the advancement of humanity wherever that occurs. Men and women who fight the suppression of the human voice, who fight disease, illiteracy, ignorance, poverty and hunger. Some are known, others are not. Those are the people who have inspired me."

# STATEMENT OF FINANCIAL POSITION

**AT 28 FEBRUARY 2014**

**THE NELSON MANDELA FOUNDATION TRUST**

**GROUP TRUST**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>25 281 359</td>
<td>26 497 455</td>
<td>25 281 359</td>
<td>14 650 858</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>1 029 254</td>
<td>1 029 254</td>
<td>1 029 254</td>
<td>1 029 254</td>
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<tr>
<td>Investment in subsidiary</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>14 537 058</td>
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<tr>
<td>Other financial assets</td>
<td>177 226 615</td>
<td>157 363 818</td>
<td>177 226 615</td>
<td>157 363 818</td>
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<td><strong>CURRENT ASSETS</strong></td>
<td>101 068 692</td>
<td>103 016 063</td>
<td>101 068 692</td>
<td>102 973 450</td>
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<tr>
<td>Trade and other receivables</td>
<td>7 523 261</td>
<td>2 200 193</td>
<td>7 523 261</td>
<td>2 157 580</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>93 545 431</td>
<td>100 815 870</td>
<td>93 545 431</td>
<td>100 815 870</td>
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<tr>
<td><strong>NON-CURRENT ASSETS HELD FOR SALE</strong></td>
<td>3 500 000</td>
<td>-</td>
<td>3 500 000</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>308 884 475</td>
<td>287 626 731</td>
<td>308 884 475</td>
<td>290 274 675</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CONTRIBUTORS &amp; RESERVES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution</td>
<td>1 000</td>
<td>1 000</td>
<td>1 000</td>
<td>1 000</td>
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<tr>
<td>Reserves</td>
<td>82 975 297</td>
<td>62 832 641</td>
<td>82 975 297</td>
<td>62 832 641</td>
</tr>
<tr>
<td>Accumulated surplus</td>
<td>192 348 513</td>
<td>195 598 727</td>
<td>192 348 513</td>
<td>195 598 727</td>
</tr>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td>11 433 539</td>
<td>10 147 382</td>
<td>11 433 539</td>
<td>10 147 382</td>
</tr>
<tr>
<td>Finance lease liabilities</td>
<td>221 503</td>
<td>408 993</td>
<td>221 503</td>
<td>408 993</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>11 212 036</td>
<td>10 617 690</td>
<td>11 212 036</td>
<td>10 617 690</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td>22 126 127</td>
<td>19 046 981</td>
<td>22 126 127</td>
<td>19 046 981</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>8 252 974</td>
<td>6 868 360</td>
<td>8 252 974</td>
<td>6 868 360</td>
</tr>
<tr>
<td>Finance lease liabilities</td>
<td>408 993</td>
<td>618 420</td>
<td>408 993</td>
<td>618 420</td>
</tr>
<tr>
<td>Current tax payable</td>
<td>3 594 564</td>
<td>942 511</td>
<td>3 594 564</td>
<td>942 511</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>9 069 550</td>
<td>10 617 690</td>
<td>9 069 550</td>
<td>10 617 690</td>
</tr>
<tr>
<td><strong>TOTAL CONTRIBUTORS &amp; RESERVES &amp; LIABILITIES</strong></td>
<td>308 884 475</td>
<td>287 626 731</td>
<td>308 884 475</td>
<td>290 274 675</td>
</tr>
</tbody>
</table>

**THE FINANCIALS**


This financial information is extracted from audited information, but is not itself audited. The annual financial statements were audited by PricewaterhouseCoopers Inc., which expressed an unmodified opinion thereon. The audited annual financial statements and the auditors' report thereon can be found on www.nelsonmandela.org

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

**CONTRIBUTION, RESERVES AND LIABILITIES**

- Contribution & Reserves: 275 324 810
- Reserves: 82 975 297
- Accumulated Surplus: 192 348 513
- Non-current Liabilities: 11 433 539
- Finance lease liabilities: 221 503
- Deferred Revenue: 11 212 036
- Current Liabilities: 22 126 127
- Trade and other payables: 8 252 974
- Finance lease liabilities: 408 993
- Current tax payable: 3 594 564
- Deferred revenue: 9 069 550
- Total contribution, reserves & liabilities: 308 884 475
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 28 FEBRUARY 2014

GROUP TRUST

2014 2013 2014 2013
INCOME
32 183 207 25 692 357 32 183 207 25 692 357
Grant income 32 163 138 25 624 502 32 163 138 25 624 502
Designated grants 17 578 999 19 314 730 17 578 999 19 314 730
Other donations 14 584 139 6 309 772 14 584 139 6 309 772
Other income 20 069 67 855 20 069 67 855
EXPENDITURE
(36 579 521) (31 676 004) (39 227 466) (31 380 980)
Operating expenses 6 732 722 5 775 213 7 791 922 5 686 763
Project expenses 29 846 799 25 900 791 31 435 544 25 694 217
OPERATING DEFICIT
(4 396 314) (5 983 647) (7 044 259) (5 688 623)
Investment income 3 893 366 7 381 037 3 893 366 7 381 037
Finance cost (95 213) (193 828) (95 213) (193 828)
(DEFICIT)/SURPLUS FOR THE YEAR BEFORE TAXATION
(598 161) 1 203 562 (3 246 106) 1 498 586
Taxation (2 652 053) (1 728 345) (2 652 053) (1 728 345)
DEFICIT FOR THE YEAR
(3 250 214) (524 783) (5 898 159) (229 759)

OTHER COMPREHENSIVE INCOME
20 142 656 22 503 395 20 142 656 22 503 394
Available-for-sale financial assets adjustments 20 142 656 22 503 395 20 142 656 22 503 394
TOTAL COMPREHENSIVE INCOME FOR THE YEAR
16 892 442 21 978 612 14 244 497 22 273 635

STATEMENT OF CHANGES IN FUNDS FOR THE YEAR ENDED 28 FEBRUARY 2014

THE NELSON MANDELA FOUNDATION TRUST

CONTRIBUTION AVAILABLE-FOR- SALE INVESTMENTS
ACCUMULATED SURPLUS TOTAL

GROUP TRUST

2014 2013 2014 2013

OTHER COMPREHENSIVE INCOME
20 142 656 22 503 395 20 142 656 22 503 394
Available-for-sale financial assets adjustments 20 142 656 22 503 395 20 142 656 22 503 394
TOTAL COMPREHENSIVE INCOME FOR THE YEAR
16 892 442 21 978 612 14 244 497 22 273 635

THE NELSON MANDELA FOUNDATION TRUST
### CASH FLOWS FROM OPERATING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash generated from operating activities</td>
<td>(4 959 410)</td>
<td>7 803 592</td>
<td>(4 959 410)</td>
<td>7 803 592</td>
</tr>
<tr>
<td>Finance cost</td>
<td>( 95 213)</td>
<td>( 193 828)</td>
<td>( 95 213)</td>
<td>( 193 828)</td>
</tr>
<tr>
<td>Taxation paid</td>
<td>-</td>
<td>(2 619 446)</td>
<td>-</td>
<td>(2 619 446)</td>
</tr>
<tr>
<td>Dividends received</td>
<td>12 360</td>
<td>572 792</td>
<td>12 360</td>
<td>572 792</td>
</tr>
<tr>
<td><strong>NET CASH (OUTFLOW)/INFLOW FROM OPERATING ACTIVITIES</strong></td>
<td>(5 052 363)</td>
<td>5 563 110</td>
<td>(5 052 363)</td>
<td>5 563 110</td>
</tr>
</tbody>
</table>

### CASH FLOWS FROM INVESTING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition of intangible assets</td>
<td>(1 070 119)</td>
<td>( 592 684)</td>
<td>(1 070 119)</td>
<td>( 592 684)</td>
</tr>
<tr>
<td>Acquisition of property, plant and equipment</td>
<td>(4 351 425)</td>
<td>(9 348 538)</td>
<td>(4 351 425)</td>
<td>(9 348 538)</td>
</tr>
<tr>
<td>Finance income</td>
<td>3 881 106</td>
<td>6 808 245</td>
<td>3 881 106</td>
<td>6 808 245</td>
</tr>
<tr>
<td>Purchase of financial assets</td>
<td>-</td>
<td>(143 993 755)</td>
<td>-</td>
<td>(143 993 755)</td>
</tr>
<tr>
<td>Sale of financial assets</td>
<td>-</td>
<td>67 306 685</td>
<td>-</td>
<td>67 306 685</td>
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<tr>
<td><strong>NET CASH OUTFLOW FROM INVESTING ACTIVITIES</strong></td>
<td>(1 540 438)</td>
<td>(79 820 047)</td>
<td>(1 540 438)</td>
<td>(79 820 047)</td>
</tr>
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</table>

### CASH FLOWS FROM FINANCING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance lease payments</td>
<td>( 687 638)</td>
<td>( 874 017)</td>
<td>( 687 638)</td>
<td>( 874 017)</td>
</tr>
<tr>
<td><strong>NET CASH OUTFLOW FROM FINANCING ACTIVITIES</strong></td>
<td>( 687 638)</td>
<td>( 874 017)</td>
<td>( 687 638)</td>
<td>( 874 017)</td>
</tr>
</tbody>
</table>

### DECREASE IN CASH AND CASH EQUIVALENTS

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
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<tbody>
<tr>
<td><strong>DECREASE IN CASH AND CASH EQUIVALENTS</strong></td>
<td>(7 270 439)</td>
<td>(75 130 954)</td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</strong></td>
<td>100 815 870</td>
<td>175 946 824</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENTS AT END OF YEAR</strong></td>
<td>93 545 431</td>
<td>100 815 870</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENTS AT END OF YEAR</strong></td>
<td>93 545 431</td>
<td>100 815 870</td>
</tr>
</tbody>
</table>
Abigail Obed
ABSA Bank
Australian Rugby Union
Audi South Africa
Bramstone Investment Corporate Ltd
CallForce Direct
City and Guilds of London Institute
City of Tshwane
Coca-Cola
Continental Outdoor Media
David Rockefeller and Peggy Dulany
Democratic Governance and Rights Unit (University of Cape Town)
Deutsche Schillergesellschaft
Embassy of the United States of America
Ernst & Young
Gemological Institute of America (GIA)
German Technical Co-operation (GIZ)
Google/Videohive Foundation
Heineken
Hoggarth
Kaya FM
Levi Strauss Foundation
Life Health Group
Masiphumelele
Memela Pratt & Associates
Rhodophanis Holdings
National Basketball Association
National Lottery Distribution Trust Fund
Patricia Milbourne
PPC Cement
President Bill Clinton
Rand Merchant Bank
Robert J Dole Institute of Politics, University of Kansas
Samsung Electronics
SAP South Africa
Shaw Media
Sunderland Association Football Club
Swedish National Lottery
The King Baudouin Foundation United States (KBFUS)
The Nelson Mandela Legacy Trust
Tokyo Gas
United Nations Children’s Fund (UNICEF)
Universal Productions
Vedivastan/Harsh Singh
Virgin Foundation
Virgin Unite
Volkswagen South Africa
46664 Concerts
Taking into account the various websites that fall under the Nelson Mandela Foundation channel, growth remained positive in the financial year ending February 2014. Most of the websites enjoyed a steady increase in traffic and unique visitor numbers throughout the financial year.

The Foundation website www.nelsonmandela.org saw an increase in traffic numbers of nearly 578%, with a joint increase in content consumption of around 421%.

The O’Malley website www.nelsonmandela.org/omalley saw an increase in traffic numbers of 107%, with a nearly 85% increase in page views.

The Mandela Day website www.mandeladay.com saw an increase in traffic of over 21%, with a concurrent increase of over 23% in page views.

The 46664 website www.46664.com, which has been largely inactive since July 2012, saw a decrease in traffic of 5%, with a 15% decrease in page views, too.

During the 2013/2014 financial year, the best month for visits was December 2013, with 3,070,691 visitors (a 3,882.52% increase on the previous year’s figures). The lowest traffic month in this period was April 2013, with 146,371 visitors to the site. The average number of visitors during the 2013/2014 financial year was 493,842 (an increase of 577% from last year’s numbers).

During the 2012/2013 financial year, the best month for visits was February 2013, with 116,834 visitors. The lowest traffic month in this period was June 2012, with 44,350 visitors to the site. The average number of visitors during the 2012/2013 financial year was 72,693.
In the 2012/2013 and 2013/2014 financial years the majority of visitors to the site came from the US, with 1,896,081 (32%) visits arriving at the site in 2013/2014, compared with 233,880 (26.72%) in 2012/2013.

During the 2013/2014 period, the UK accounted for the second-highest number of visitors, with 622,669 (10.51%) in 2013/2014, compared with 73,566 (8.41%) in 2012/2013.

South Africa accounted for the third-highest number of users in both years, with 550,583 (9.29%) in 2013/2014, and 143,446 (16.39%) in 2012/2013.

The majority of traffic, 46.28%, arrived at the website via search engines during the 2013/2014 financial year. Referring sites (links from other sites to the Foundation) accounted for 17.80% of traffic during this period, while 9.42% of traffic arrived at the site directly (i.e. someone typing www.nelsonmandela.org into his/her web browser).

Regarding social media, during the 2013/2014 financial year Facebook was the top source of traffic and referral site, with 299,468 visits (79.33%). Twitter accounted for 71,451 visits (18.93%) and was the second-highest social media referral site.

The top five keywords used to find the Nelson Mandela Foundation website, in order, were:
1. (not provided)
2. nelson mandela
3. mandela
4. nelson mandela biography
5. nelson mandela timeline

Traffic arriving at the site after someone uses the search term “nelson mandela” accounts for 16.38% of all traffic coming in via a search engine, while “mandela”, the third most popular search term, accounts for just 0.91% of traffic referred to the site.

In October 2011, Google changed the way it harvests data from search to protect users’ privacy. If a user is logged in to a Google product (like Gmail, or Google Plus) and does a search, their search is conducted over a SSL or secure website. As a result the referral data and keyword data relating to the search is hidden, not from Google, but from Analytics account-holders.

The most popular news story during the 2013/2014 financial year was “Honouring Thembekile Mandela”, recording 57,980 views during this period. This was followed by the “Former President Mandela is critical in hospital: issued by the Presidency” story, recording 39,658 views.
Visitor numbers to the site increased from 135,024 visitors in the 2012/2013 financial year (March 1, 2012 to February 28, 2013) to 279,696 visitors in the 2013/2014 financial year (March 1, 2013 to February 28, 2014), an increase of 107.15%.

In addition, the number of page views in this financial year almost doubled, with 470,154 page views in 2013/2014, compared with 254,872 page views in 2012/2013 financial year.

In the 2012/2013 and 2013/2014 financial years the majority of visitors to the site came from South Africa.

In 2012/2013, 55,655 visitors from South Africa arrived at the site (41.22% of all visits).

In 2013/2014, 94,450 visitors from South Africa arrived at the site (33.77% of all visits).

The US accounted for the second-highest number of users in both years with 49,497 visitors in 2013/2014, compared with 22,034 visitors in 2012/2013.

The UK accounts for the third-highest number of visitors in both years, with 16,811 visitors in 2013/2014, compared to 7,700 in 2012/2013.

Over the period in review (March 1, 2013 to February 28, 2014), December 2013 was the site’s busiest month, with more than 49,300 visitors to the site.

The majority of traffic, 43.26%, arrived at the website via search engines during the 2013/2014 financial year. Referring sites accounted for 1.73% of traffic during this period, while 6.40% of traffic arrived at the site directly (i.e. someone typing “http://www.nelsonmandela.org/omalley/” into his/her web browser).

In terms of social media, during the 2013/2014 financial year Facebook was the top source of traffic and referral site, with 1,625 visits (82.53%). Twitter accounted for 213 visits (10.82%) and was the second-highest social media referral site.

The top five keywords used to find the O’Malley Nelson Mandela Foundation website, in order, were:
1. (not provided)
2. rdp
3. nelson mandela
4. reconstruction and development programme
5. samora machel

Traffic arriving at the site after someone uses the search term “rdp” accounts for 631 visits, or 0.28% of all traffic arriving at the site via a search engine, while “reconstruction and development programme”, the next most popular search term, accounts for 896 visits, or 0.80% of traffic referred to the site.
Visitor numbers to the site increased from 77,401 visitors during the period between 3 April 2012 to 28 February 2013 to 13,379,289 visitors in the 2013/2014 financial year (March 1, 2013 to February 28, 2014), an increase of 17,186%.

In addition the number of page views in this financial year has shown tremendous growth, with 48,224,033 (9,262.36%) page views in 2013/2014, compared to 515,084 page views during the period between 3 April 2012 to 28 February 2013.


During period in review, India accounted for the second-highest number of visitors, with 814,790 visitors.

The UK accounted for the third-highest number of visitors, with 613,873 visitors.

Over the period in review (March 1, 2013 to February 28, 2014), December 2013 was the site’s busiest month, with more than 13,220,000 visitors to the site.

In terms of social media, during the 2013/2014 financial year Facebook was the top source of traffic and referral site, with 26,511 (72.26%) visits. Twitter accounted for 5,838 (15.91%) visits and was the second-highest social media referral site.

The majority of traffic, 5,287,380 visitors (47.07%) arrived at the site via search traffic. The list of search sites (ranked according to % of referral traffic) is below:

During the period between 3 April 2012 to 28 February 2013, South Africa accounted for the second-highest number of visitors, with 8,289 visitors.

The top keywords used to find the Nelson Mandela archive site, in order, were: 1. (not provided) 2. nelson mandela 3. http://archive.nelsonmandela.org/ 4. archive.nelsonmandela.org 5. jen little couple
Visitor numbers to the site increased from 283 959 visitors in the 2012/2013 financial year (March 1, 2012 to February 28, 2013) to 343 998 visitors in the 2013/2014 financial year (March 1, 2012 to February 28, 2014), an increase of 21.14%.

July 2013 was the site’s busiest month ever, with over 143 800 visitors to the site, compared with July 2012, when the site saw more than 26 300 visitors.

The number of page views in this financial year increased to 759 518, compared with 615 670 page views during the 2012/2013 financial year, representing a 23.36% increase.

The majority of traffic, 64.66%, arrived at the website via sources that are not set. Over 22% of traffic arrived through search traffic and 7.50% directly.

Referral traffic sent about 4.98% of all visits to the site. The top five keywords used to find the Mandela Day website, in order, were: 1. (not provided) 2. 46664 3. mandela day 4. nelson mandela 46664 illuminati 5. nelson mandela

In the 2012/2013 and 2013/2014 financial years the majority of visitors to the site came from South Africa, with 88 891 visitors to the site in 2013/2014, compared with 64 915 in 2012/2013. The US accounts for the second-highest number of visitors, with 41 290 visitors in 2013/2014, compared with 23 512 in 2012/2013.

In the 2012/2013 financial year the majority of visitors to the site came from South Africa, with 9 597 visitors. The US accounts for the second-highest number of visitors in 2012/2013, with 9 478 visitors. In the 2013/2014 financial year the majority of visitors to the site continued coming from South Africa, with 9 947 visitors. The US accounted for the second-highest number of visitors in 2013/2014, with 8 002 visitors.

Search and direct traffic (i.e. someone typing www.mandeladay.com into his/her web browser) were the second and third-highest traffic sources, accounting to 12.55% and 11.37% respectively.

Referral traffic sent about 8.75% of all visits to the site. The top five keywords used to find the Mandela Day website, in order, were: 1. (not provided) 2. mandela day 3. nelson mandela 4. nelson mandela day 5. mandela day 2013
Social media
Social media accounts for the Nelson Mandela Foundation were introduced on 18 July 2011, including the establishment of:

1. Multiple Facebook pages
2. A Twitter account
3. A Flickr account
4. A YouTube account

One year later, as at 1 March 2014, the Facebook account had grown to 27 593 likes.

The data shows that the majority of page fans are male and are evenly distributed over two age groups, between 18 and 24, as well as 25 and 34.

The graph below indicates which countries the Facebook fans come from, which city they live in and which language they speak. The data tells us that most fans live in South Africa, in Gauteng and speak English.

One year later, as at 1 March 2014, the Facebook account had grown to 4 071 594 likes.

The graph below indicates which countries the Facebook fans come from, which city they live in and which language they speak. The data tells us that most fans live in South Africa, in Gauteng and speak English.

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As at 1 March 2013, the Nelson Mandela Centre of Memory YouTube account http://www.youtube.com/user/centreofmemory had 230 subscribers, 57 videos and 179,282 total views.

One year later, as at 1 March 2014, the account had 5,051 subscribers, 109 videos and 872,637 video views.

As at 1 March 2013, Nelson Mandela Twitter account www.twitter.com/nelsonmandela had 389,729 followers, had tweeted 2,081 times and was following 7,158 accounts.

One year later, as at 1 March 2014, the account had 365,863 followers, had tweeted more than 3,386 times and was following 14,674 accounts.

As at 1 March 2013, the Nelson Mandela Centre of Memory Flickr account http://www.flickr.com/groups/centreofmemory/ had 1,004 items in its pool, had published 73 sets of photographs and had 16 members.

One year later, as at 1 March 2014, the Flickr account had 1,019 items in the pool, had published 73 sets of photographs and had 26 members.

As at 1 March 2013, the Nelson Mandela Centre of Memory Google+ account, https://plus.google.com/u/0/106330183801444960425/+NelsonMandelaCentreofMemory/posts, had 19,397 followers.

One year later, as at 1 March 2014, the Google + page had 70,807 followers.

In summary, the social media accounts have shown super growth over the past year.

IN A WORLD IN WHICH BREATHTAKING ADVANCES IN TECHNOLOGY AND COMMUNICATION HAVE SHORTENED THE SPACE BETWEEN ERSTWHILE PROHIBITIVELY DISTANT LANDS; WHERE OUTDATED BELIEFS AND IMAGINARY DIFFERENCES AMONG PEOPLES WERE BEING RAPIDLY ERADICATED; WHERE EXCLUSIVENESS WAS GIVING WAY TO COOPERATION AND INTERDEPENDENCE, WE TOO FOUND OURSELVES OBLIGED TO SHED OUR NARROW OUTLOOK AND ADJUST TO FRESH REALITIES.
The comprehensive digital strategy to be followed in the event of Mr Mandela's passing was created timeously. The project was a collaborative engagement between the Foundation and its sister organisations, namely the Nelson Mandela Children's Fund and The Mandela Rhodes Foundation, and the Foundation's digital partner, Flow Communications.

The project plan detailed the expected real-time digital response required in the event of Mr Mandela's passing, as well as the process that would reasonably unfold immediately following the public announcement. The following review covers the period 5 to 15 December 2013, the time frame from Mr Mandela's passing to his burial, and provides web stats on www.nelsonmandela.org, the main web digital driver where all other Foundation-owned digital platforms pointed to in collaboration with the sister organisations.

From the outset it was established that immediately upon announcement of Mr Mandela's passing, all Foundation-owned websites and sister organisations' websites would redirect to a single-page statement hosted on www.nelsonmandela.org.

The result in practice was a seamless transfer from a multiple-platform audience to a single digital point of call, a process that took place within minutes of being notified of Mr Mandela’s passing.

At the same time, Flow Communications as the service provider scaled from two web servers to four web servers during the traffic spike. The sites had 99.9% uptime during the first 24 hours after Mr Mandela’s passing.

• At 9pm Flow was informed that it was likely an announcement was to be made about Mr Mandela
• Between 9pm and 11.45pm, the web servers received an increasing load of traffic, peaking at about 2 000 concurrent users on the site
• When Jacob Zuma made the announcement, the load increased from 2 000 users to 25 000 concurrent users on the site
• Over the course of the next 90 minutes, the number of concurrent users continued to increase, peaking at around 25 000 concurrent users on the site

The most traffic received on any one day was Friday 6 December 2013, with some 1 015 771 visits in 24 hours.

Over the course of less than 100 hours, the website received 1 837 600 visits, with a concurrent 2 514 108 page views.

The top sources of visitor traffic in the 100-hour period comprised audiences from the US (around 30% of visits), the UK (around 11%) and South Africa (around 5%).

After news of the announcement of Mr Mandela’s passing on 5 December 2013, the website www.nelsonmandela.org received unprecedented numbers of website traffic.

Throughout the period in review the website remained the portal of choice (after the digital archive) on information about Mr Mandela’s life, and was praised for being an online and accessible one-stop shop for information wanting to keep abreast of happenings across the country.

Website statistics in the upcoming section will illustrate the site’s competency in this regard.
As the national 10-day mourning period unfolded, the website shifted its primary focus. Although still a primary international resource on all information relating to the life and times of Mr Mandela, in the 10-day mourning period the website also became a platform for world leaders to share their tributes and pay condolences.

During the period in review, a “Tributes for Madiba” section was added to the website, and some 50 tributes from leaders across the globe were uploaded to the website.

For members of the public who wanted to contribute their messages of condolence, a digital condolences book was arranged, and in the period in review received some 43 000 submissions via the website link and p90 page links.

As indicated below, the site received 2 681 977 visits in the 10-day period following news of Mr Mandela’s passing, with each user viewing some 1.42 pages per visit.

From 5 to 15 December, while numerous tribute and legacy events were being held at the Centre of Memory, the website also became a portal of content coverage of live events, hosting rich media content (videos, images and original content).

In terms of content consumption, the most viewed pages during the 10-day period (this after the home page and the p90 page) were very much focused on information relating to the life and times of Mr Mandela, including a huge demand for his biography, the names database, his timeline, FAQs and genealogy.

The demand for original content also saw unprecedented access of news items and multimedia features on the website during the period in review, a trend that continued well into the new year and beyond.

The most popular news item in the period 5 to 15 December was "Statement by Zelda le Grange on the passing of Nelson Mandela", with nearly 35 000 page views.

US President Barack Obama’s statement titled “Remembering Nelson Mandela” received some 25 000 views.

In terms of social media referral sites, Facebook clearly leads.

<table>
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<tr>
<th>WEBSITE TRAFFIC: 5 TO 8 DECEMBER 2013</th>
<th>(THE FIRST +/-100 HOURS)</th>
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</thead>
</table>

| WEBSITE TRAFFIC & STATISTICS: 5 TO 15 DECEMBER 2013 |
|-----------------------------------------------|-------------------------|
| 2,681,977 visits                             | 1,174,818 visits       |
| Referral sites sent 949,434 visits           | Direct traffic accounted for 317,275 visits |
| Social media sent 240,175 visits             | |
THE CALL NOW IS FOR EACH OF US TO ASK OURSELVES: ARE WE DOING EVERYTHING WE CAN TO BUILD THE COUNTRY OF OUR DREAMS?

NELSON MANDELA

At an inter-cultural Eid celebration, Johannesburg, South Africa, 30 January 1998

Most accessed the website via a desktop or laptop computer, although a significant number of visitors accessed the site—which is fully mobile friendly—via tablet and via a mobile device.

**NEW VISITORS ACCESSED THE SITE**

<table>
<thead>
<tr>
<th>% OF TOTAL VISITS (20,122 VTT)</th>
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<tbody>
<tr>
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In terms of actual device, the Apple iPhone was the most popular device, followed by the Apple iPad. The top devices are indicated below.

**TOP ACCESS TO SITE BY DEVICE**

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<td>HTC Desire</td>
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<td>Nokia Lumia</td>
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<td>BlackBerry Curve 9320</td>
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DONOR ENGAGEMENT OPPORTUNITIES

The Nelson Mandela Foundation welcomes and creates opportunities for people at all levels to make a difference through the honouring of our late founder, his vision and his legacy. Within our agreed Code of Conduct, we ensure that the ethos, name and reputation of our founder are protected.

Our worldwide network of donors forms an alliance that promotes increased social justice in the global community. We share the giving scene, these collaborations, true alliances and partnerships stand united to achieve what future Mr Mandela’s advocating for: equality and cohesion through memory and dialogue.

The wide-ranging opportunities for engagement are laid out in the following pages. At the highest levels of support, we can also discuss tailored opportunities for sponsorship within the Nelson Mandela Centre of Memory, the home of the Nelson Mandela Foundation.

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

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

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

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

**Security Code**

**Expiry Date**

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**Account Holder:** Nelson Mandela Foundation

**Bank Name:** NEDBANK

**Cheque Account Number:** 1284 089 746

**Branch or Routing Code for Cheque Deposit:** Killarney, 128405

**Branch or Routing Code for EFT Payment:** Main Street, 197905

**Swift Code:** N E D S Z A J J

**Bank Address:**

100 Main Street, Business Central, Marshalltown, 2001, SA

PO Box 61558, Marshalltown, 2107, SA

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**BE PART OF THE LEGACY**

Support the work of the Nelson Mandela Foundation.

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.

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**Legacy Partners** make an investment of $100,000 – $999,999 to support the preservation of Mandela’s Legacy through his personal archives and his life and times through the Foundation’s extensive international advocacy and educational programmes, to ensure Mandela’s legacy and continue to empower societies to move towards freedom.

We are pleased to recognize Legacy Partners through Legacy Partner Certificates, access to Foundation activities and deviser’s circle, and recognition in internal and external communications, both locally and internationally.

---

“Only you are the Nelson Mandela Centre of Memory. Through you, you will multiply the information and understanding... It is our hope that it will give rise to a phenomenon revolving around a focus on truth and unites here at peace in the world.

And most extraordinarily, we want to dedicate itself to the recovery of memories and stories suppressed by power. That’s the call of justice: the call that must be the project’s most shaping influence.”

— Nelson Mandela, at the launch of the Nelson Mandela Centre of Memory on 21 September 2004

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**NELSON MANDELA LEGACY PARTNERS**

Nelson Mandela Legacy Partners commit at any level from $100,000 bringing much needed support in preserving and furthering Mandela’s Legacy.

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

NELSON MANDELA FOUNDATION
Living the legacy

THE MANDELA RHODES FOUNDATION

BENEFITING THE Nelson Mandela CHILDREN’S FUND

NELSON MANDELA FOUNDATION FOR EDUCATION AND RURAL DEVELOPMENT

NELSON MANDELA FOUNDATION TRUST
Children and Youth

NELSON MANDELA FOUNDATION TRUST

NELSON MANDELA FOUNDATION TRUST

“THANK YOU FOR KEEPING THE LEGACY ALIVE BY SUPPORTING THE NELSON MANDELA FOUNDATION”

– Sello Hatang Chief Executive, Nelson Mandela Foundation

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