



NELSON MANDELA
CENTRE OF MEMORY

at the Nelson Mandela Foundation

Living the legacy

ANNUAL REPORT
March 2011- February 2012

OUR EVOLUTION

1990

Mr Nelson Mandela is released after 27 years in prison.

1994

Mr Mandela becomes South Africa's first democratically elected president.

1999

Mr Mandela steps down as president.

The Nelson Mandela Foundation is established, houses Mr Mandela's personal office; it implements a wide range of development projects, including education and health infrastructure.

2002

The Nelson Mandela Foundation offices move to new premises.

2004

Mr Mandela retires and famously says, "Don't call me, I'll call you."

He inaugurates the Nelson Mandela Centre of Memory project. Nelson Mandela Foundation begins process of consolidation from project implementer to enabler and facilitator.

2008

Nelson Mandela says at his 90th birthday concert in London, "It is time for new hands to lift the burdens. It is in your hands now."

2009

The first Nelson Mandela Day is launched.

The United Nations General Assembly declares by unanimous resolution 18 July as Nelson Mandela International Day.

2011

The Nelson Mandela Foundation enters the final phase of its transition; the Nelson Mandela Centre of Memory is now located at its core.

OUR VISION

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

OUR MISSION

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

OUR CORE WORK

The Nelson Mandela Centre of Memory delivers to the world an integrated and dynamic information resource on the life and times of Nelson Mandela, and promotes the finding of sustainable solutions to critical social problems through memory-based dialogue interventions.

OUR SLOGAN

"Living the legacy"

OUR SPIRAL

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

1990
RELEASED

1994
ELECTED PRESIDENT

1999
NELSON MANDELA
FOUNDATION
ESTABLISHED

2002
NEW OFFICES

2004
CENTRE OF MEMORY AND
COMMEMORATION

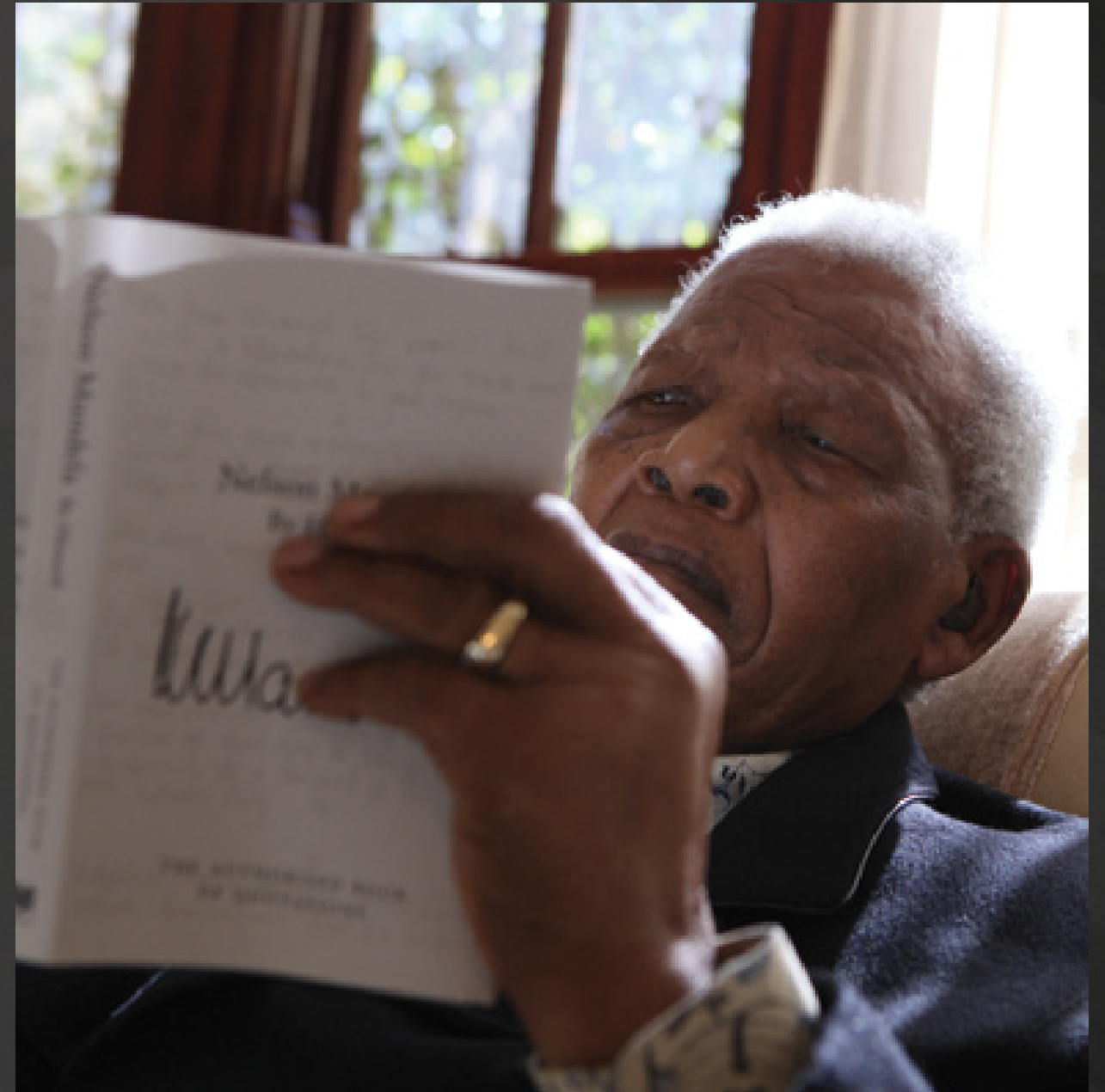
2008
90TH BIRTHDAY
CONCERT

2009
FIRST NELSON
MANDELA DAY

2011
CENTRE OF
MEMORY LAUNCHED

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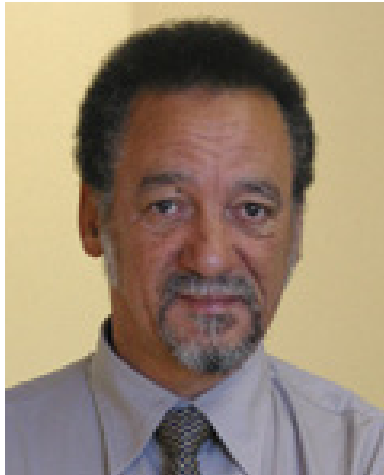




MESSAGE FROM THE
CHAIRPERSON OF THE BOARD OF TRUSTEES
Professor GJ Gerwel

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“create an
enabling
environment
for sustainable
development.”

The Nelson Mandela Centre of Memory's overarching strategy is to promote the legacy of its Founder, Mr Nelson Mandela's, in ways that help create an enabling environment for sustainable development. In the same spirit that Madiba approached the challenges our nation faced during its transition, the Centre of Memory intends using 'memory' and 'dialogue' as tools to help our country move from historical alienation to cooperation. In pursuing what will undoubtedly be 'a long walk', we will continue to work closely with our sister organisations, the Nelson Mandela Children's Fund and the Mandela Rhodes Foundation.

During the 2011/12 financial year the organisation completed a five-year strategic plan that commenced in 2007. The Nelson Mandela Centre of Memory is now firmly established as the core work of the organisation. This necessitated extensive restructuring that saw the emergence of a much leaner, more focused organisation.

The Centre's archival capacity and reach grew significantly. A partnership with the Google History Centre will soon see the launch of a digital archive, making Nelson Mandela's personal archive available to wider audiences globally.

During the coming year the premises at 107 Central Street will undergo extensive refurbishing aimed at making the Centre more accessible to the public.

Our Outreach programme also vigorously pursued its objective of promoting dialogue among a wide variety of stakeholders, locally and internationally, striving to provide a 'safe space' for meaningful, solution-oriented discussion around critical contemporary issues.

The Nelson Mandela Annual Lecture continued to make global impact. The Ninth Annual Lecture, presented by Dr Ismail Serageldin (Director of the Library of Alexandria in Egypt), in the wake of the 'Arab Spring' resonated hugely, especially among young people.

There were of course challenges, such as the continued uncertain economic environment that globally inhibited fundraising by non-profit organisations. Nevertheless, the organisation was able to secure sufficient funds to meet all its programme needs for the coming financial year. Our Sustainability Fund also grew by 9% to R144 million. On behalf of our Board of Trustees, I would like to thank all our donors. We know that our partnerships will continue and indeed grow, thereby assisting the Nelson Mandela Centre of Memory in its efforts to remain an independent voice faithful to its Founder's ethos.

I would also like to thank my fellow Trustees for their continued dedication, and our staff for all their hard work. Finally, from all of us, we wish our Founder all the peace and rest he deserves in his retirement.

NELSON MANDELA

CENTRE OF MEMORY

CHIEF EXECUTIVE'S REVIEW
Mr Achmat Dangor

Mr Achmat Dangor



OVERVIEW

Professor Gerwel, in his Chairperson's message, has aptly summarised the Nelson Mandela Centre of Memory's transition into a 'leaner, more focused organisation.' Three main goals, set out in the five-year plan Professor Gerwel refers to, were achieved:

1. Two clearly defined, complementary Archival and Outreach programmes were shaped.
2. The Centre exited from all previous direct project funding and implementation.
3. An extensive organisational restructuring was completed, creating a smaller, more cost-effective operation. The structure is more focused on our core work and will enable the Centre, over time, to secure its long-term financial sustainability.

As will be seen from the more detailed review below, meeting these objectives has set the stage for the Nelson Mandela Centre of Memory to help promote Madiba's humanitarian legacy in a manner that befits his ethos of inclusivity and transparency.

THE ARCHIVES

The Centre does not see itself as an 'archival collector' but as a facilitator that links the various archival depictions of the life and times of Nelson Mandela. We were of course honoured to receive a number of valuable additions detailed in this Annual Report, but our focus in 2011 was on archiving existing records:

- As part of a pilot project, in partnership with Google, the bulk of Mr Mandela's personal archives were digitised. The entire manuscript collection will be digitised during 2012 and the Nelson Mandela Virtual Archive launched.
- The Ahmed Kathrada/Richard Stengel audio collection was transcribed, making available to scholars the historic record of their work with Mr Mandela during the preparation of *Long Walk to Freedom*.

The archival team also collaborated with a range of partners to produce material relevant to the life and times of Nelson Mandela. These included:

- Documenting the life stories of former warders Christo Brand, James Gregory and Jack Swart. The final report was published on the Foundation's website in June 2011.
- A joint project with Constitution Hill to reproduce key archival documents on the making of the 1996 Constitution resulted in a book and an exhibition titled *One Law One Nation* to mark the Constitution's 15th anniversary.



DIALOGUE AND OUTREACH

The Centre actively facilitated a number of policy level debates around crucial issues such as consultations between state and civil society structures on South Africa's Protection of State Information Bill. We believe that the outcomes will significantly influence the drafting process in Parliament.

The Centre also worked with a number of international partners on dialogues modelled on the Nelson Mandela ethos, the art of listening, getting others to listen. Examples of such collaboration include:

- Co-hosting, with the European Commission (EC), a conversation between EC President José Manuel Barroso, former President FW de Klerk and Professor Njabulo Ndebele on the relationship between Africa and Europe.
- Co-hosting, with the International Centre for Transitional Justice, the premier of a film titled *The Axe and the Tree*, as well as a panel discussion on political violence in Zimbabwe.
- Facilitating the Johannesburg programme of a Burundian delegation from that country's Truth Commission.
- Co-hosting, with the City of Maldonado, Uruguay, an international conference titled *Coming to Terms with the Past, Building the Present*.

Our Community Dialogue programme entered its final stages whereby the community-level implementation will in future be carried out by government and non-governmental organisations (NGOs) to enable wider impact. In partnership with the German government's development arm (GIZ) the Centre started a capacity building programme, within the framework of the Community Empowerment methodology, for government and NGO fieldworkers.

“We believe that the outcomes will significantly influence the drafting process in Parliament.”



NELSON MANDELA ANNUAL LECTURE

The Ninth Annual Lecture, themed *Pluralism, Cohesion and Social Participation for Social Justice*, was delivered by Dr Ismail Serageldin (Director of the Library of Alexandria in Egypt). Dr Serageldin's analysis of the role of the youth in the 'Arab Spring' evoked widespread interest and debate, particularly among young South Africans. This was also evident during his more informal interactions with students at the University of Johannesburg's Soweto campus, and at the Centre of Memory where he was in conversation with South Africa's Minister of Science and Technology (Naledi Pandor) on *Science, Technology and Democratisation*.

EXHIBITIONS

In addition to a number of Mandela exhibitions on display at various locations around the country, the Centre facilitated the following new exhibitions on the life and times of Nelson Mandela. The intention was to portray that legacy in all its rich complexity:

- *Remember Africa: Robert Mangaliso Sobukwe*, developed in partnership with the Sobukwe Trust.
- *In Pursuit of Liberty: Legality vs. Justice*, a partnership with South African History Online and Pambili which focused on three central political trials which took place in Pretoria during the liberation struggle.
- *Mandalas for Mandela*, a partnership with the City of Johannesburg's Arts Alive venture, which used artwork on Mr Mandela's legacy created by learners from Johannesburg schools.

PUBLICATIONS

The Centre worked on a number of books, with two major publications released during 2011:

- *Nelson Mandela by Himself: The Authorised Book of Quotations* (PQ Blackwell).
- *Ukutya Kwasekhaya: Tastes from Nelson Mandela's Kitchen* (Real African Publishers) by Xoliswa Ndoziya, Mr Mandela's chef since 1992.

RESOURCES

The organisation maintained its financial stability by minimising expenditure and increasing income, despite a generally difficult year for non-profit organisations.

Total programme and operating expenditure reduced from R36 million (year ending February 2011) to R31 million (year ending February 2012). The latter amount included once-off expenditure of R4 million due to the restructuring process. Total expenditure will therefore be further reduced during the coming year. The programme and operating budget was secured from designated donor funding, thereby leaving the Sustainability Fund intact.

The Sustainability Fund grew by R12 million (9%), from R132 million to R144 million.

KEY CHALLENGES

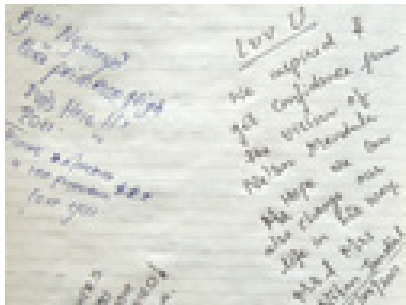
While significant progress has been made over the last five years to establish the Nelson Mandela Centre of Memory as a world class memory and dialogue institution, a number of challenges remain.

During the coming year the Centre's premises will be refurbished to install the necessary archival preservation facilities and make the Centre more accessible to scholars, researchers and members of the public. This crucial development will require additional resources in an already difficult economic environment. We are nevertheless confident of securing the necessary funding. Building up the stable Sustainability Fund to secure long-term sustainability, will be a high priority.

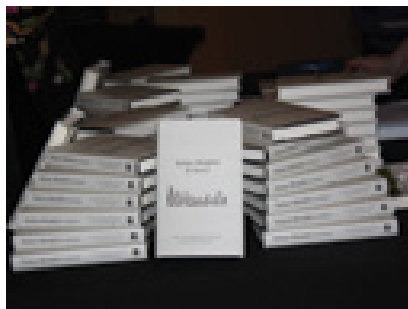
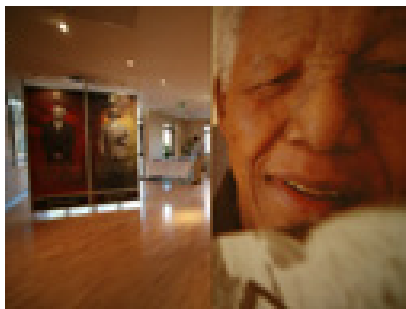
As our Founder's global stature continues to grow, demands for his personal intervention in crises around the world continue unabated. It is therefore important that the now smaller team that makes up the Centre directs its skills towards the Centre's core work, whilst protecting Mr Mandela's privacy in his retirement years.

In conclusion, I wish to echo Professor Gerwel's word of thanks to our donors and partners who helped sustain our programmes over the years and assisted us in creating a stable financial base for the future.

To our Trustees, our gratitude for their wisdom and dedication. Finally, a word of thanks to our staff who worked hard and managed change admirably.



The year at a glance





PROGRAMME
REPORTS

PROGRAMME REPORTS

OVERVIEW

In line with the Foundation's five year (2007-2012) strategic plan aimed at making the Nelson Mandela Centre of Memory the core business of the organisation, the 2011/12 report period focussed primarily on consolidation. For the line function programmes this meant delivering the full range of programme activities in line with a single strategic focus while also still addressing the development priorities of the rest of the organisation. In the report period the following processes were prioritised:

- In terms of organisational re-branding, the Board has adopted a revised logo and new organisational vision and mission statements. A re-branding and communication strategy was approved and the first phase implemented.
- An all-embracing restructuring process took place. This involved a number of different aspects, for example the Memory and Dialogue functions were integrated; the necessary staff retrenchments took place; and line functions were structured around two new programmes – content development (Memory Programming) and content delivery (Public Programming).
- Further development of the Mandela portal received continued attention. A robust digitisation programme was inaugurated in partnership with Google. A pilot project was completed and a plan adopted for the digitisation of all paper-based archival holdings. Social media (Facebook, Twitter, Flickr and YouTube) platforms were integrated with the website and grew exponentially.
- A concept and design for the refurbishment of the 107 Central Street building as the physical home of the Centre was developed. The Board approved the refurbishment for implementation in 2012.
- A range of special outreach projects was pursued, as detailed in this Annual Report.

The processes outlined above took up considerable time and energy, as did the extraordinary demands of the third Nelson Mandela Day, which dramatically increased in popularity for the first time in 2011. Despite these challenges, the programmes were able to meet their core function delivery targets.

DIALOGUE AND ADVOCACY

The Centre is committed to securing a dialogue component to all its work. This is regarded as a key value, rooted in Mr Mandela's legacy. In the report period the former Dialogue Programme was integrated into Memory and Public Programming. The strong advocacy dimension introduced in 2009 was maintained throughout 2011/12. The community dialogues on HIV/AIDS (implemented in 28 communities across the

country) were handed over to the National Association of People with AIDS (NAPWA), the Treatment Action Campaign (TAC) and the Tshepang Trust.

During the report period numerous informal dialogues were conducted with stakeholder institutions. In addition, new working relationships were established, while those already in place were expanded and enhanced. A strong element of advocacy informed these dialogues. The following events deserve special mention:

- The Centre participated in the Promotion of Access to Information Act (PAIA) Civil Society Network. This is a network of Freedom of Information organisations in South Africa and the Centre hosted one of its regular meetings.
- The Centre was represented on the African National Congress's (ANC's) Centennial Archives Sub-committee, the Chancellor House Exhibition Advisory Committee (Johannesburg Development Agency), and the Howick Capture Site Reference Group (Pietermaritzburg).
- The Centre met with and/or gave advice on request to the Canadian Truth and Reconciliation Commission, a group of Lebanese youth leaders convened by the Institute for Democracy in Africa (IDASA), the Carter Center (USA), the Ruth Cordosa Centre (Brazil), the Ahmed Timol Foundation, the Desmond Tutu Peace Centre, the Ahmed Kathrada Foundation, and the Soweto Heritage Trust.

Four advocacy interventions were undertaken:

- The Centre remained engaged in public debates around the Protection of State Information Bill. It commissioned analysis by legal experts on the revised Bill; presented the analysis to three focus group meetings (bringing together institutions of the state and of civil society) convened by the programme in partnership with the University of the Witwatersrand's Law School; made two verbal presentations in Parliament; and submitted further written comment on the Bill to the



relevant Portfolio Committee in Parliament and to the National Council of Provinces. This resulted in significant concessions during the drafting process.

- The Centre was involved in extensive follow-up after the Department of Justice failed to provide access to records related to Mr Mandela, subsequent to a formal Promotion of Access to Information Act request. Legal advice was secured and this process continues.
- The Centre was requested to assist in verifying a claim relating to the firearm which belonged to Mr Mandela in 1962. Several meetings were convened, legal advice was secured, liaison with the Ministry of Security undertaken, and a special research project launched.
- In February 2012 the Centre joined the *We the People Project*, an initiative of Media Monitoring SA designed to promote awareness of and support for South Africa's Constitution.

In addition to the Information Bill focus group meetings mentioned above, the following formal dialogue forums were convened or co-convened by the Centre:

- The International Centre for Transitional Justice premiered the film *The Axe and the Tree* on political violence in Zimbabwe, followed by a panel discussion.
- The Centre hosted and facilitated the programme of a delegation from Burundi, representing both state and civil society structures involved in the country's Truth Commission.
- In partnership with the European Commission, the Centre hosted a conversation between EC President José Manuel Barroso former South African President FW de Klerk and Professor Njabulo Ndebele.
- The Centre convened the international conference *Coming to Terms with the Past, Building the Present: The Contribution of Foreign Experiences*, hosted by the City of Maldonado, Uruguay, in September 2011.

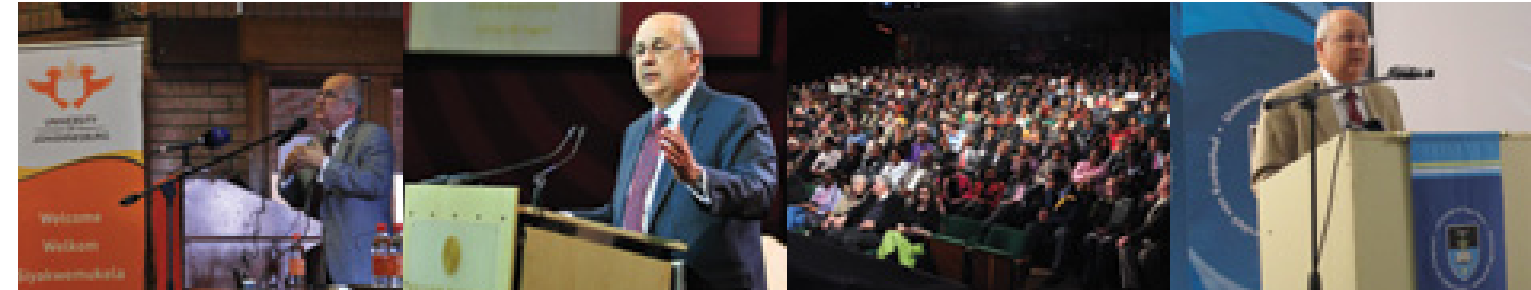
In addition, the Centre also hosted meetings and forums of the following organisations:

- Ahmed Kathrada Foundation
- Council for the Advancement of the Constitution (CASAC)
- Department of Arts and Culture, with the South African Broadcasting Corporation (SABC)
- Freedom of Expression Institute (FXI)
- Independent Development Trust
- MK Veterans' Association
- South African National Editors' Forum (SANEF)
- Save our SABC Campaign (SOS)

Team members contributed to professional publications and delivered papers at professional gatherings in South Africa, the United States and Uruguay. Mr Verne Harris delivered the 2011 Alan Paton Lecture.

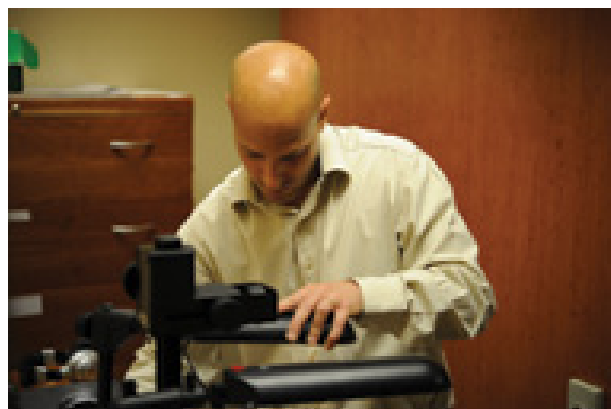
THE NELSON MANDELA ANNUAL LECTURE

The Ninth Nelson Mandela Annual Lecture was delivered by Dr Ismail Serageldin (Director of the Library of Alexandria in Egypt) on 23 July 2011 at the Linder Auditorium, University of the Witwatersrand, Johannesburg. The Lecture, entitled *Pluralism, Cohesion and Social Participation for Social Justice*, was attended by an audience of over 1 000 people and was also broadcast live by the SABC.



In addition to the Lecture, Dr Serageldin engaged in two formal dialogues on 22 July 2011:

- A conversation with youth was hosted by the University of Johannesburg at its Soweto campus.
- The Centre of Memory hosted a conversation with Dr Serageldin and South Africa's Minister of Science and Technology, Naledi Pandor, on the topic of *Science, Technology and Democratisation*. The conversation was facilitated by Professor Njabulo Ndebele.



THE VIRTUAL ARCHIVE

Unlike most conventional archives, the Nelson Mandela Centre of Memory is not defined by the custody of physical collections, although these are substantial and growing. The Mandela Archive is infinite, fragmented, and scattered both geographically and institutionally. It is neither the intention of the Centre, nor its

mandate, to bring all these materials into a single physical collection. Rather, the aim 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 Centre has conceptualised a multi-layered virtual archive (portal) accessible through the Foundation's website (www.nelsonmandela.org). The following key design elements define the format that the portal takes – 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 social media that relates to each of these elements in turn. Through the report period each of the portal's design elements received sustained attention, however, the focus was placed on digitisation and social media. An investigation into digitisation models, strategies and costing, done in collaboration with Google, was completed; this was followed by a pilot project; and a formal digitisation agreement was negotiated with Google. The pilot project encompassed a selection of important and sought after items (referred to as "cherry items") from across all media: manuscripts, photographs, sound, film and animated footage. The selection draws on already digitised materials, but crucially includes over 1 200 items scanned by an international expert practitioner especially for the pilot. All these items were wrapped in metadata according to the Encoded Archival Description (EAD) standard. It is planned to launch these items in March 2012 as a layer within the website and as a foretaste of what will be delivered over the next three years. Towards the end of the last report period it was decided to engage four social networking media, Facebook, Flickr, Twitter and YouTube. All four platforms were fully launched by April 2011 and integrated into the Portal. Traffic has been extensive (see statistics in Annexure A: Website Report).

"All four platforms were fully launched by April 2011 and integrated into the Portal."

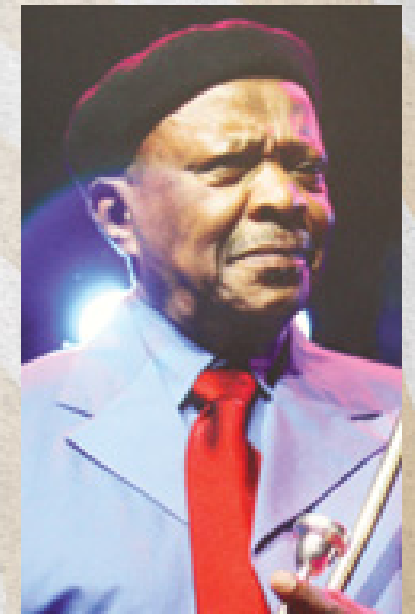
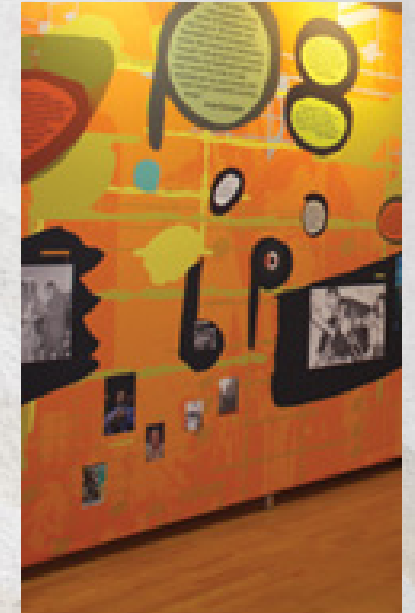
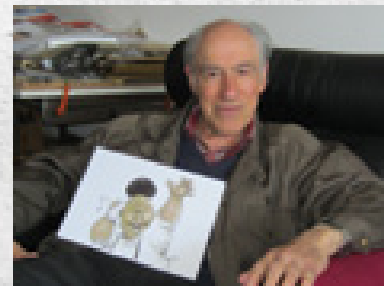
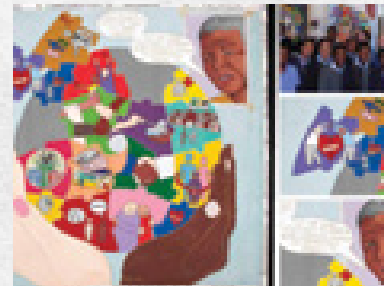
Website management received ongoing attention. Monthly meetings with the service provider ensured close monitoring and continued enhancement of the website's functionality. Use of the site in the report period showed strong consolidation after the rapid growth realised in 2010/11 which was inflated by substantial spikes around Mr Mandela's health (see Annexure A for a more detailed account of website usage in the report period). Site statistics should be read in combination with the statistics for usage of the two mini-sites, the Mandela Day site (launched in 2010) and the O'Malley South African history site (launched in 2009). The Portal has established itself as one of the most trusted and widely used internet resources for research on the life and times of Nelson Mandela.

COLLECTIONS

As was explained above, the Centre of Memory does not aim to be the custodian of a host of physical collections. Nevertheless, the gift and award collections continued to grow, more Foundation organisational records were added to the archive, and a number of significant accessions were acquired. The following additions were made to the substantial and invaluable collections hosted by the Centre:

- Mr Mandela's electronic post-presidential diary was received from his personal office.
- A small collection of anti-apartheid posters was donated by Mr Mickey Patel.
- Cartoonist Len Sak donated a collection of his cartoons.
- An oral history project on the life and times of Jonas Gwangwa was completed, with a substantial number of sound recordings being acquired with the help of Elinor Sisulu and Sam Shakong.
- A major film archive documenting South Africa's Constitutional Assembly was located, digitised and secured.

For a full listing of accessions registered in the report period, visit www.nelsonmandela.org.



Capacity constraints made proactive acquisitions impossible and limited collections processing. The focus in 2011 was on the preparation of Mr Mandela's private papers for digitisation and a concomitant public access analysis of these papers.

The following processing-related work was undertaken during the report period:

- A digitisation pilot project was completed in collaboration with Google. Digital images were made of all Mr Mandela's private papers (with the exception of the Burundi collection) and 838 metadata files completed. Full digitisation of our manuscript collection will be secured by mid-2012.
- Advanced processing of Mr Mandela's private papers was completed.
- A first draft transcription of the Kathrada and Stengel sound collections was generated.
- The awards and gifts collections were integrated into the broader archival collection and further enhancement of the databases planned.
- The Resource Centre was integrated into the broader archival collection and subjected to an audit by an external expert.
- Imani Media took custody of the film and video collection and a single integrated catalogue was generated.
- Databases and other web-accessible resources were regularly updated.
- Security cameras were installed throughout the building.

SPECIAL OUTREACH PROJECTS

Mindful of the future strategic focus on content delivery, the Centre either initiated or consolidated a range of partnerships designed to test potential new delivery platforms:

- The concept of remote physical 'windows' for the Centre of Memory has been explored for several years and during the report period progress was made on a number of fronts – funding was secured by the Museum for African Art (New York) to enable the opening of a Centre of Memory window in the Museum's new building in 2013; a memorandum of understanding (MOU) was negotiated with the City Council of Cape Town and the Mandela Rhodes Foundation with a view to securing a Centre of Memory presence in the historic Cape Town City Hall; progress was made in conceptualising a window to be positioned in the planned new Visitor Centre at Constitution Hill; a possible window in Sweden was investigated but found not to be feasible in the near future; and the Centre participated in the planning for a visitor centre at the site of Mr Mandela's capture in 1962 outside Howick.
- The Centre worked closely with the University of Cape Town in managing the joint Archival Platform project through its second year of operation. This project creates a virtual information and dialogue

space for South Africa's memory sectors. The Platform facilitated engagement on a range of issues of importance to these sectors such as the state of public archives services in South Africa, the suspension of the National Archivist, the Protection of State Information Bill, and indigenous modes of genealogy and family history. For a fuller account see Annexure B.

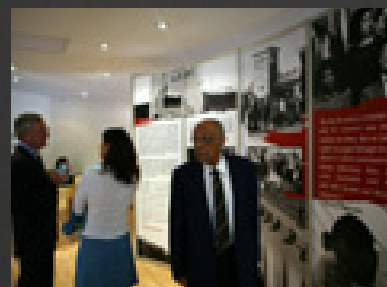
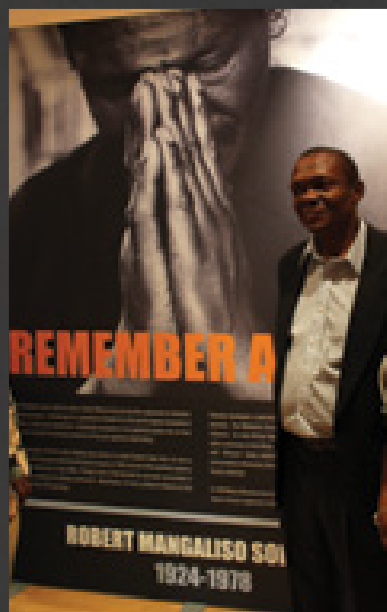
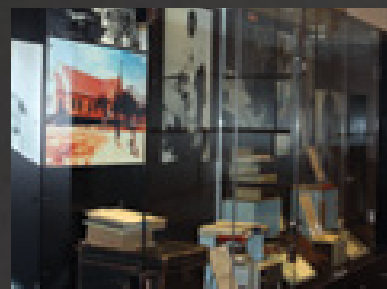
- A MOU with Life College is in place, aimed at developing a Nelson Mandela programme within the College's existing training modules. It is planned to utilise the book *Nelson Mandela: Conversations with Myself* as the core information resource. In July 2011 a special project committed to reaching one million young South Africans by 2020 was launched, which was followed by the launch of the resource manual in February 2012. The project will be a collaborative effort between the Life College, the Centre of Memory, and the Mandela Rhodes Foundation. In the report period the Centre of Memory also began hosting Life College learners for engagement with exhibitions and discussions about Mr Mandela's legacy.
- The Centre has partnered with Arts Alive (Johannesburg City Council) on the *Mandalas for Mandela* project. This reached a network of Johannesburg schools where learners engaged with Mr Mandela's legacy and produced collective artwork to express their understanding of that legacy.
- The demand placed on Programmes by Mandela Day-related activities and projects was immense. This took the form of providing institutions with information on Mr Mandela, giving access to images, contributing speakers at events, delivering invitation and media liaison services for certain events, and curating an online virtual exhibition *Twinkle Twinkle Little Star*. Mandela Day has now emerged as a significant and arguably critical platform for delivering rich content on the life and times of Nelson Mandela.

“New ground was tested”

EXHIBITIONS

The Centre continued to generate exhibitions and to test different partnerships, models and audiences. New ground was tested in two areas:

- The virtual exhibition *Twinkle Twinkle Little Star* which consists of a representation in images, footage and text of Mr Mandela and children, was developed for Mandela Day. Together with the existing exhibition *Nelson Mandela: Intimate Moments*, it was made available to institutional partners in the lead-up to Mandela Day 2011. Hard copy reproductions and electronic versions were utilised widely, including by the International Monetary Fund (IMF), Constitution Hill, South African embassies in a number of countries, and the University of KwaZulu-Natal.
- A partnership was negotiated with photographer and filmmaker Benny Gool to develop an online exhibition *My Moment with a Legend*, depicting in images, footage and text the experiences of people from all walks of life when meeting Mr Mandela. Work on the project is far advanced.



Developments regarding existing exhibitions included the following:

- The Centre'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 Mandela Archives display at the Red Location Museum in Port Elizabeth remained in place.
- The Nelson Mandela Academic Hospital (Mthatha) retained the exhibition developed for 2010 Mandela Day.
- The major exhibition *Mandela* remained on display in the Apartheid Museum throughout the year where it is viewed by an average of 800 people a day. The version of it at the Slave Lodge in Cape Town was moved to the Howick Mandela Capture Site in July, with additional panels being developed in collaboration with the Apartheid Museum. The small mobile version remained in the head office of the Department of International Relations in Tshwane.
- The exhibition *Remember Africa: Robert Mangaliso Sobukwe*, developed by the Centre in partnership with the Sobukwe Trust, was on display at the Foundation until June, after which it moved to the Apartheid Museum.

“taking
archives to the
people”

A number of new exhibitions were also launched during the report period:

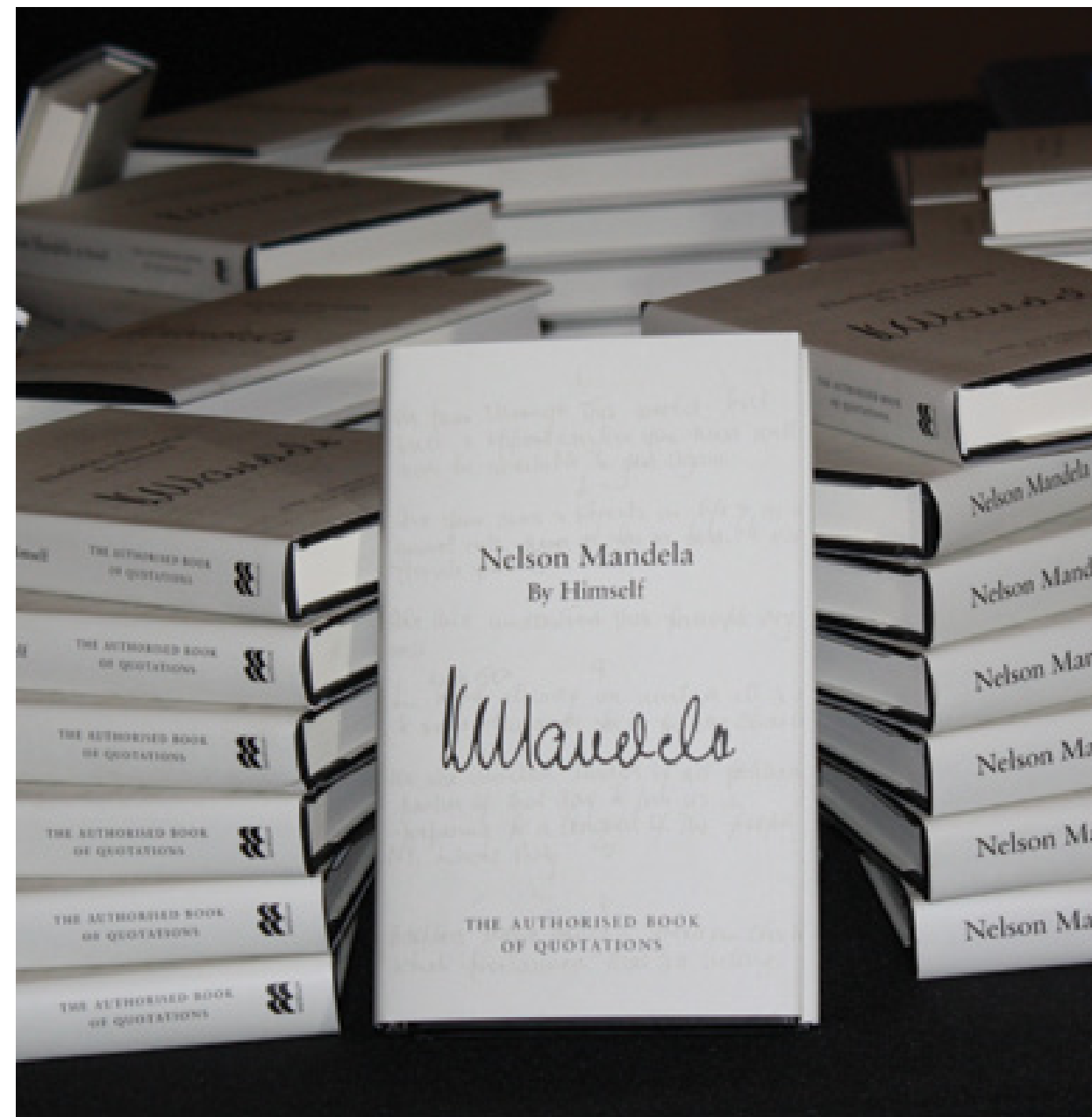
- In July the Foundation received, and launched, the exhibition *In Pursuit of Liberty: Legality vs. Justice*, a collaboration between South African History Online and Pambili. This remained at the Foundation until November, when it was replaced by the Mandalas for Mandela (Arts Alive) exhibition.
- *Kukude Lapho Sivelakhona: The life and times of Jonas Gwangwa* opened at the Market Theatre in August 2011, to coincide with the Joy of Jazz Festival. It moved to the Foundation in January 2012.

Collaboration with cartoonist Len Sak saw the development of a virtual exhibition of Sak's cartoons, which was made web-accessible on the Foundation's website in June 2011.

PUBLICATIONS

Books about or related to Nelson Mandela constitute a substantial industry. The Nelson Mandela Centre of Memory's publications programme was inaugurated in 2005 with the publication of *A Prisoner in the Garden: Opening Nelson Mandela's Prison Archive*. The Centre seeks to support or deliver quality publications in areas that are underrepresented. Three areas are prioritised: deep archival research aimed at delivering archival materials in marketable form thereby 'taking archives to the people'; narratives and materials designed specifically to reach young people; and projects aimed at foregrounding the 'hidden voices' in Mr Mandela's life. The programme is supported by the Centre's in-house research capacity, informed by extraordinary access to archival materials, and is shaped by public education rather than commercial imperatives.

The Centre worked on a number of publications in the report period:
Nelson Mandela by Himself: The Authorised Book of Quotations
(Published by PQ Blackwell, June 2011)



This publication was edited by team members Sello Hatang and Sahn Venter. By July it had become a bestselling work of non-fiction in South Africa.

Nelson Mandela: The Authorised Comic Book

(First published in South Africa with Jonathan Ball Publishers in 2008)

This publication went out of print during the report period. A second edition is being worked on.

Nelson Mandela: Conversations with Myself

(Published by PQ Blackwell, 2010)

This book continued to sell well, with an audio version released and several new translations being worked on. As detailed elsewhere in this Annual Report a partnership with Life College was entered into which aims to use the book as the primary text for the College's Mandela youth development programme.

Ukutya Kwasekhaya: Tastes from Nelson Mandela's Kitchen

(Released by Real African Publishers at the end of 2011 and formally launched at the Centre in February 2012)

This book is by Xoliswa Ndoiyi, Mr Mandela's chef since 1992 (working with Anna Trapido).

One Law One Nation

(Published by Jacana)

The Centre partnered with the Constitution Hill Trust on this book.

Mandalas for Mandela

The Centre partnered with Arts Alive on this calendar.

RESEARCH

During the report period the Centre fielded thousands of enquiries about Mr Mandela, about archival sources, access to materials, and use of Mr Mandela's intellectual property. The Centre constitutes a one-stop-shop for all such enquiries, whatever their origin. The Centre also delivered the Foundation's press clippings service and provided research support to the different programme functions. In the lead-up to the third Nelson Mandela International Day numerous organisations, ranging from the United Nations to the media, from institutions of the state to NGOs, received support from the Centre in developing materials for

their Mandela Day activities.

Major publications (most still forthcoming) which benefitted from the Centre's dedicated research resource in the report period were as follows: new documentaries on Mr Mandela by a range of film and television media (including HBO), Peter Kosminsky's *Young Mandela*, Anant Singh's film version of *Long Walk to Freedom*, a second edition of Anthony Sampson's authorised biography, a new edition of *Mandela: The Authorised Portrait*, a second edition of Charlene Smith's *Mandela*, a Cambridge Companion to Nelson Mandela, and an autobiography by Amina Cachalia.

Seven special research projects were undertaken:

- Researching, collecting, digitising and cataloguing Mandela-related film materials. A major archive documenting South Africa's Constitutional Assembly from the mid-1990s was located in the archive of Curious Pictures. The Centre collaborated with Curious Pictures and Constitution Hill to digitise the archive.
- The third phase of the Mandela Prison Files project which involves the detailed arrangement and checking of Mr Mandela's incoming and outgoing correspondence, was nearing completion.
- A final report was published on the Foundations website in 2011 on the Prison Warder Research Project, documenting the life stories of former warders Christo Brand, James Gregory and Jack Swart in the contexts of the apartheid-era prison service.
- A joint project on Constitution-making in South Africa was undertaken with Constitution Hill. This was to mark the 15th anniversary of the 1996 Constitution and took the form of a book reproducing key archival documents, as well as an exhibition.
- Independent researchers Elinor Sisulu and Sam Shakong were commissioned to do an archival audit, generate a monograph, undertake an oral history project, and contribute content to an

“During the report period the Centre fielded thousands of enquiries about Mr Mandela, about archival sources, access to materials, and use of Mr Mandela's intellectual property.”

“By the end of the report period, for example, the Foundation’s Twitter account had nearly 90 000 followers.”

exhibition on the life and times of legendary musician and activist Jonas Gwangwa.

- The Centre is working with Winnie Mandela on a collection of archival records, dated May 1969 to September 1970, documenting her arrest and detention.
- Continuing research into the fate of the gun which Mr Mandela was given in Ethiopia in 1962 has been consolidated into a special project on the subject. A researcher in Ethiopia was commissioned to support the initiative.

COMMUNICATION AND RECORDS MANAGEMENT

The following activities were undertaken in the report period:

- Information and Communications Technology (ICT) functions were reviewed and reconfigured in light of the organisational restructuring process.
- The organisational re-branding exercise was pursued, informed by critical strategic decisions taken by the Board.
- Substantial restructuring of the website became essential in light of the above. Work on this extensive project was nearing completion at the end of the report period and the launch of the new site is planned for March 2012.
- Routine correspondence was overseen. Clearance time on the Foundation’s general electronic mailbox was maintained at less than 24 hours. A total of 117 bulk emailings were undertaken.

- The Foundation’s contacts database was built up to 6 866 records.
- Social media (Facebook, Twitter, Flickr and YouTube) platforms were integrated with the website and grew exponentially. By the end of the report period, for example, the Foundation’s Twitter account had nearly 90 000 followers.
- An in-house call-centre capacity was tested.
- New audiovisual and communications systems were installed in the auditorium and Boardroom.
- The organisational records management function was overseen.

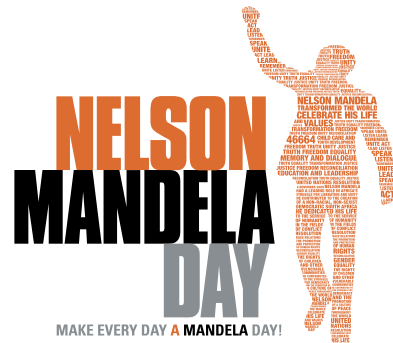
For any organisation, sound records management policies and practices are of inestimable value. This is especially so for the Foundation as its current records and related information resources have the potential to become resources in the Centre of Memory. The following achievements in records management can be noted in the report period:

- The new organisational filing plan was implemented on 1 May 2011. Training was provided on EDocs and this system was continuously monitored.
- Support was provided to both paper-based and electronic back-filing exercises.
- Support was given to the re-organisation of core Board records.



NELSON MANDELA
CENTRE OF MEMORY
at the Nelson Mandela Foundation

NELSON MANDELA
International Day



NELSON MANDELA INTERNATIONAL DAY

The annual Nelson Mandela International Day (Mandela Day) was once again an enormous success. More people than ever before participated and represented all sectors of society.

In 2011 Mandela Day was even more visible than the previous year in part because the event did not have to compete with the Football World Cup and related media activities. The event also benefitted from coverage through social media which reached thousands of people per day, and which proved a powerful vehicle to raise awareness and direct people to useful Mandela Day documents, statements and resources on the Foundation's websites. According to a calculation by a specialist company, 83 million people had the "opportunity to see the Mandela Day line of conversation".

“in the service of others”

This year the campaign also benefitted from increased links to other campaigns that were targeted at both very specific and diverse audience segments. The following campaigns/initiatives in 2011 called on their supporters to view their actions as being in support of Mandela Day: the UN Campaign for Road Safety, the Stop Hunger Now campaign, the 2011 Hours of Hate campaign and the Portuguese Maior Alua Judo event. Mandela Day received even further recognition when eminent world leaders, organised in a body called The Elders, expressed support for Mandela Day and encouraged people worldwide to take concrete action “in the service of others”. These linkages also illustrate how a movement for good can be constituted of diverse activities that continue throughout the year.

Mandela Day began with three launches between May and June. At the first launch, young learners articulated their commitment to Mandela Day and called on everyone to give of their time. At the second launch, students from various universities discussed their planned initiatives

and underlined youth participation in Mandela Day. The final launch involved prominent figures such as the Minister of Human Settlements and NMF Trustee, Tokyo Sexwale, and Chairperson of the Centre of Memory and the Mandela Rhodes Foundation, Professor Jakes Gerwel.

In South Africa, Mandela day was marked by thousands of grassroots activities and random acts of kindness took place everywhere. However, the main focus for Mandela Day was on community service in under-resourced communities or at local charities. Those who benefitted included vulnerable groups such as children in need, the elderly, homeless people and those in places of care. Other activities focused simply on improving conditions in communities and schools, usually working with the community members and learners themselves.

The following activities, generally implemented by stakeholders, served as focal points in the campaign and helped to enhance awareness of Mandela Day:

- Bikers for Mandela Day**
 The Bikers for Mandela Day tour began in Johannesburg, travelled via Howick in KwaZulu-Natal and arced back via Nelspruit to end in Pretoria. Featuring 21 motorbike riders, the activity involved daily stints of “community service” at projects and community sites at different stages of the seven-day trip.
- South African Airways (SAA) Mandela Day Initiative**
 The airline adorned its aeroplanes with the Mandela Day logo. Inside the aircraft, headrests and broadcast material conveyed the Mandela Day message. In addition, SAA's staff undertook Mandela Day community service activities around South Africa and in various African cities such as Luanda, Maputo, and Kinshasa. SAA also rolled out Mandela Day brand activations in Frankfurt, London and New York airports.



2009
FIRST
NELSON MANDELA
DAY





- **Mandela Day Container Libraries**

Fifteen Mandela Day container libraries have been distributed through the Mandela Day Libraries initiative led by Breadline Africa and Soul City. These libraries, placed in poor but well-organised schools, represent a long-term contribution to educational improvement.

- **Cycalive**

This initiative, by the Torah Academy and two Soweto schools, involved youth cycling from Johannesburg to Durban in a bid to build bridges between communities, develop youth leadership and highlight the potential for youth to make a difference in society.

- **Department of Arts and Culture – Televised Debate on Literature and the Nelson Mandela Legacy**

This televised debate hosted on Weekend Live on a Sunday morning, highlighted Nelson Mandela's leadership qualities and values, and linked these to issues of memory, history, 'the written word' and youth development in society today.

The South African Government organised work teams and a flagship event in the Limpopo town of Giyani. This was complemented by the participation of all government departments in special Mandela Day activities which included outreach to communities, clean up campaigns and visits to children's homes and care centres.



Employees of leading companies, including many of the top companies on the Johannesburg Stock Exchange, also selected specific days in July for volunteer activities focusing on people in need. Several news organisations, apart from reporting on Mandela Day, contributed to Mandela Day through special initiatives and, in some cases, staff activities.

In 2011, Mandela Day increased its reach and influence as a global campaign. Millions of people around the world participated, benefitting individuals and communities and creating awareness of Nelson Mandela's call to create a movement for good. In addition, companies, governments and international agencies across the globe were also involved. In many of the international Mandela Day events, organisers combined awareness-raising activities with community service at a local neighbourhood. The UN Secretary-General, Ban Ki-Moon, issued a statement on 18 July calling for the observance of Mandela Day: "Let us embrace this message. Tutor a child. Feed the hungry. Volunteer your time at a local hospital or community centre. Make the world a better place." The Mandela Day team received reports of activities in New York, London, Frankfurt, Ottawa as well as from countries such as Sudan, the Philippines, Kenya, Brazil, Indonesia, Ghana, Nigeria, Vietnam and Cote D'Ivoire.

Mandela Day 2011 has laid a foundation for this day to have greater impact in 2012. For further information on Mandela Day, see www.mandeladay.com.



NELSON MANDELA
CENTRE OF MEMORY

at the Nelson Mandela Foundation

107 CENTRAL STREET

TRUSTEES OF THE

Nelson Mandela Foundation

TRUSTEES OF THE NELSON MANDELA FOUNDATION



Trustees and CEO with the Founder of the Nelson Mandela Foundation

Back (from left): Professor Njabulo Ndebele; Futhi Mtoba, Achmat Dangor (CE), Irene Menell, Ahmed Kathrada
 Front (from left): Tokyo Sexwale, Dr Mamphela Ramphele, Mr Nelson Mandela (Founder) and Chris Liebenberg
 Absent: Professor Jakes Gerwel and Kgalema Motlanthe

PROFESSOR JAKES GERWEL

Jakes Gerwel is Chancellor of Rhodes University, Distinguished Professor in the Humanities at the University of the Western Cape, and Honorary Professor in the Humanities at the University of Pretoria. He was Vice-Chancellor and Rector of the University of the Western Cape from 1987 to 1994. From May 1994 to June 1999 he served as Director-General in the Office of President Mandela and Secretary of the Cabinet in the Government of National Unity. He is presently the non-executive director of Naspers. He is also a

non-executive chairman of Aurecon, Brimstone Investment Corporation, Life Healthcare and Media 24. He chairs the Boards of the Nelson Mandela Foundation, the Mandela Rhodes Foundation, the Allan Gray Orbis Foundation and is vice chairman of the Peace Parks Foundation.

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, Raymond Mhlaba, Denis Goldberg, Govan Mbeki, Elias Motsoaledi and Andrew Mlangeni. Released on 15 October 1989 he went on to become a Member of Parliament after South Africa's first democratic elections in 1994. He served one five-year term during which he also acted as Mr. Mandela's Parliamentary Counsellor. Mr Kathrada was Chairperson of the Robben Island Museum Council from its inception until his term expired in 2006. The author of four books, Mr Kathrada is also the recipient of four honorary doctorates and Isithwalwandwe, the highest award the African National Congress can bestow on an individual. He established the Ahmed Kathrada Foundation in 2008.

MR CHRIS LIEBENBERG

Mr Chris Liebenberg is a banker and former Minister of Finance in Mr Mandela's Government of National Unity. He was the Chief Executive Officer and Chairperson of the Nedcor Group. He is also a member of the Advisory Board for the NMCF and a non-executive member of the Mcsteel Group of Companies. His academic qualifications include CAIB (SA), Advanced Management Programme from Insead in France and Harvard University in the United States and Programme Management Development from the University of Cranfield. He also holds an Honorary Doctorate of Commerce from the University of Stellenbosch.

MRS IRENE MENELL

Irene Menell is active in a number of Public Benefit Organisations and also serves on the Boards of the Nelson Mandela Children's Fund and The READ Foundation, among others. She is the Patron of Tikkun and a past member of the Broadcasting Monitoring and Complaints Committee, a statutory sub-committee of ICASA, as well as the UCT Foundation of which she was Chairperson until retiring in 2008. She has had a life-long interest in the performing arts, education and issues relating to children's rights.

2008
90th BIRTHDAY
CONCERT

2011
NELSON MANDELA
CENTRE OF MEMORY
LAUNCHED

DR NJABULO NDEBELE

Njabulo Ndebele is the immediate past Vice-Chancellor of the University of Cape Town. He was the Ford Foundation Scholar-in-Residence, Vice-Chancellor and Principal of the University of the North, and Vice-Rector of the University of the Western Cape. He held leadership positions at the University of the Witwatersrand and the National University of Lesotho. He has served as the chair of Higher Education South Africa, the founding chair of the Southern African Regional Universities Association, and President of the African Universities Association. An award-winning author, he was President of the Congress of South African Writers. He holds several honorary doctorates from universities around the world, and is a UCT Fellow, and Honorary Fellow of Churchill College, Cambridge.

DR MAMPHELA RAMPHELE

Mamphela Ramphela is the Executive Chair of Letsema Circle, a Cape Town based specialist Transformation Advisory Company in both the public and private sector. She is a director of Major Companies. She is Chair of Convenors of the Dinokeng Scenarios whose key message is that futures are created by citizen-leaders. She was recently appointed Chair of a newly established Technology and Innovation Agency to help stimulate greater use of technology to address socio-economic challenges and promote sustainable economic growth. She served as a Managing Director of the World Bank from May 2000 to July 2004. As a member of the senior leadership team, she was responsible for managing the institution's human development activities in the areas of education; health, nutrition and population; and social protection. She served as Co-Chair on the Global Commission for International Migration (GCIM) between 2004 – 2005. Prior to joining the World Bank, she was Vice-Chancellor of the University of Cape Town, a post she took up in 1996, becoming the first black woman to hold this position at a South African university. She has received numerous prestigious national and international awards, including numerous honorary doctorates acknowledging her scholarship, her service to the community, and her leading role in raising development issues and spearheading projects for disadvantaged persons throughout South Africa.

MR TOKYO SEXWALE

Tokyo Sexwale is the Minister of Human Settlement in the South African Government and Founder of Mvelaphanda Holdings (Pty) Ltd – a primarily mining & energy house including other strategic investments in Hotels, Transportation Tele-Communications, Property, Construction, Health, Banking, Media and Financial Services. A former freedom fighter and former political prisoner who was sentenced to 18 years and sent to Robben Island. He was convicted of treason and conspiracy to overthrow the apartheid

regime. He is a Member of the ANC's National Executive Committee and was the first Premier of Gauteng Province. He is a trustee and founder of the Sexwale Family Foundation and the Desmond Tutu Peace Trust. He is the Honorary Consul General of Finland in South Africa and a member of the Brookings Institution International Advisory Council. He is the director of the Philanthropy Organization Synergos. He is the chairperson of the loveLife Advisory Board and a member of the FIFA Committee for Fair Play and Social Responsibility.

MR KGALEMA MOTLANTHE

Mr Motlanthe is the Deputy President of the Republic of South Africa. He is a former Minister in the Presidency and served as a President of South Africa from September 2008 to May 2009. He was recruited into Umkhonto we Sizwe in the 1970s. He was in a unit which recruited comrades for military training. In 1976 he was detained for 11 months and then charged for furthering the aims of the African National Congress. In 1977 he was convicted under the Terrorism Act and sentenced to an effective 10 years in prison. After his release from Robben Island in 1987 he was engaged with strengthening the trade union movement while working for the National Union of Mineworkers (NUM). In 1992 he was elected NUM General Secretary and was involved in the establishment of the Mineworkers Investment Company (MIC) and the Mineworkers Development Agency, which focused on the developmental needs of ex-mineworkers, their dependants and communities. He was elected unopposed as the Secretary General of the African National Congress (ANC) in 1997 and in 2002. In December 2007 he was elected ANC Deputy President at its 52nd National Conference in Polokwane.

MS FUTHI MTOBA

Futhi Mtoba is Chairman of Deloitte Southern Africa. She joined the firm in 1988 and rose up the ranks to become the first black female partner and subsequently Chairman at Deloitte Southern Africa. She is also the past President of the Association for the Advancement of Black Accountants of Southern Africa (ABASA), a body dedicated to nurturing emerging black accountants. She serves as Chairman of Council at the University of Pretoria and as a Board Member on the Allan Gray Orbis Foundation; the United Nations Global Compact, Chairman and a Trustee of WDB Trust. In June 2009, she was appointed by Business Unity South Africa (BUSAs), as Chairperson of the National Anti-Corruption Forum (NACF) and in May 2010, she was appointed President of BUSAs. She has received awards including the 2004 Business Woman 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 the Tuksalumni Laureate Award 2008.

CENTRE OF MEMORY



STAFF OF THE
Nelson Mandela Foundation

STAFF OF THE NELSON MANDELA FOUNDATION



ETHEL ARENDS
Records Management
Specialist



ACHMAT DANGOR
Chief Executive



LEE DAVIES
Communications Systems
Co-ordinator



JOE DITABO
Property Administrator



BUSHY MPHAHLELE
Head: Support Services



VIMLA NAIDOO
PA: Founder's Office



ELINA NDLOVU
Office Aide



LUTHANDO PETER
Driver / General Assistant



FLORENCE GARISHE
Receptionist



YASE GODLO
Outreach Programmes
Co-ordinator



VERNE HARRIS
Head: Memory Programme



SELLO HATANG
Head: Communications
and Outreach



LUCIA RAADSCHELDERS
Archivist



ZANELE RIBA
Archivist



RAZIA SALEH
Senior Archivist



BUYI SISHUBA
PA: Chief Executive



HEATHER HENRIQUES
Manager: Intellectual Property
and Governance



ZELDA LA GRANGE
Head: Founder's Office



MOLLY LOATE
Events and Communications
Support Officer



KERILENG MARUMO
Finance Administrator



SAHM VENTER
Senior Researcher



DENISE WILLIAMS
Bookkeeper



FRANK MEINTJIES
Mandela Day Co-ordinator

THE NELSON MANDELA FOUNDATION TRUST

SUMMARISED CONSOLIDATED AND SEPARATE STATEMENT OF FINANCIAL POSITION AT 29 FEBRUARY 2012

	Group		Trust	
	2012	2011	2012	2011
	R	R	R	R
ASSETS				
NON-CURRENT ASSETS	77 152 827	67 501 541	79 540 964	69 594 652
Property, plant and equipment	18 554 457	19 386 214	6 413 499	6 950 800
Intangible assets	696 912	505 829	696 912	505 829
Investment in subsidiary	-	-	14 537 058	14 537 058
Available-for-sale financial assets	57 893 495	47 600 965	57 893 495	47 600 965
Prepaid rent for land	7 963	8 533	-	-
CURRENT ASSETS	182 253 630	160 658 419	182 218 411	160 623 200
Receivables and prepayments	6 271 588	3 823 381	6 271 588	3 823 381
Cash and cash equivalents	175 946 823	156 799 819	175 946 823	156 799 819
Prepaid rent for land	569	569	-	-
Deposit	34 650	34 650	-	-
TOTAL ASSETS	<u>259 406 457</u>	<u>228 159 960</u>	<u>261 759 375</u>	<u>230 217 852</u>
CONTRIBUTION, RESERVES AND LIABILITIES				
CONTRIBUTION AND RESERVES	236 453 758	203 392 857	238 806 676	205 450 749
Contribution	1 000	1 000	1 000	1 000
Accumulated reserves	236 452 758	203 391 857	238 805 676	205 449 749
NON - CURRENT LIABILITIES				
Finance lease liabilities	1 364 668	1 669 981	1 364 668	1 669 981
CURRENT LIABILITIES	21 588 031	23 097 122	21 588 031	23 097 122
Trade and other payables	4 804 489	4 502 131	4 804 489	4 502 131
Provision for restructuring	-	1 822 375	-	1 822 375
Income tax	1 833 612	555 421	1 833 612	555 421
Deferred revenue	14 949 930	16 217 195	14 949 930	16 217 195
TOTAL CONTRIBUTION, RESERVES AND LIABILITIES	<u>259 406 457</u>	<u>228 159 960</u>	<u>261 759 375</u>	<u>230 217 852</u>

The complete set of audited financial statements is available at the office of the Trust and on www.nelsonmandela.org

THE NELSON MANDELA FOUNDATION TRUST

SUMMARISED CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 29 FEBRUARY 2012

	Group		Trust	
	2012	2011	2012	2011
	R	R	R	R
INCOME				
Grant income	54 845 631	64 100 487	54 845 632	64 100 487
Designated grants	53 249 363	63 658 000	53 249 364	63 658 000
Other donations	43 557 822	50 181 014	43 557 822	50 181 014
Dividend income	9 691 541	13 476 986	9 691 541	13 476 986
Other income	1 585 541	427 511	1 585 541	427 511
	10 727	14 976	10 727	14 976
EXPENDITURE	(37 096 747)	(49 802 797)	(36 801 722)	(49 507 774)
Operating expenses	9 621 337	8 714 111	9 326 431	8 419 088
Project expenses	27 475 410	41 088 686	27 475 291	41 088 686
Net surplus before finance income	17 748 884	14 297 690	18 043 910	14 592 713
Finance income	6 594 847	8 929 011	6 594 847	8 929 011
Total finance income	7 329 134	9 723 230	7 329 134	9 723 230
Less: Finance income allocated to designated funds	(734 287)	(794 219)	(734 287)	(794 219)
Finance cost	(297 168)	(435 259)	(297 168)	(435 259)
Net surplus for the year before tax	24 046 562	22 791 442	24 341 588	23 086 465
Income tax expense	(1 278 191)	(555 421)	(1 278 191)	(555 421)
Net surplus for the year	22 768 372	22 236 021	23 063 397	22 531 044
Other comprehensive income	10 292 530	12 360 765	10 292 530	12 360 765
Fair-value adjustment - Available-for-sale financial assets	10 292 530	12 360 765	10 292 530	12 360 765
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	<u>33 060 902</u>	<u>34 596 786</u>	<u>33 355 927</u>	<u>34 891 809</u>

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THE NELSON MANDELA FOUNDATION TRUST

SUMMARISED CONSOLIDATED AND SEPARATE STATEMENT OF CHANGES IN FUNDS FOR THE YEAR ENDED 29 FEBRUARY 2012

	Contribution	Available for-sale investments	Accumulated funds	Total
	R	R	R	R
Group				
Balance as at 1 March 2010	1 000	17 675 953	151 119 117	168 796 070
Other comprehensive income - Fair value adjustment		12 360 765		12 360 765
Net surplus for the year			22 236 021	22 236 021
Balance at 1 March 2011	1 000	30 036 718	173 355 138	203 392 856
Other comprehensive income - unbundling and fair value adjustment		10 292 530		10 292 530
Net surplus for the year			22 768 372	22 768 372
Balance at 29 February 2012	1 000	40 329 248	196 123 510	236 453 758
Trust				
Balance as at 1 March 2010	1 000	17 675 953	152 881 987	170 558 940
Other comprehensive income - fair value adjustment		12 360 765		12 360 765
Net surplus for the year			22 531 044	22 531 044
Balance at 1 March 2011	1 000	30 036 718	175 413 031	205 450 749
Other comprehensive income - unbundling and fair value adjustment		10 292 530		10 292 530
Net surplus for the year			23 063 397	23 063 397
Balance at 29 February 2012	1 000	40 329 248	198 476 428	238 806 676

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THE NELSON MANDELA FOUNDATION TRUST

SUMMARISED CONSOLIDATED AND SEPARATE CASH FLOW STATEMENT FOR THE YEAR ENDED 29 FEBRUARY 2012

	Group		Trust	
	2012	2011	2012	2011
	R	R	R	R
CASH FLOW FROM OPERATING ACTIVITIES				
Cash generated from/(utilised in) operating activities	12 624 549	(4 540 371)	12 624 549	(4 540 370)
Finance cost	(297 168)	(435 259)	(297 168)	(435 259)
Dividends received	1 585 541	427 511	1 585 541	427 511
Net cash flow from operating activities	13 912 922	(4 548 119)	13 912 922	(4 548 118)
CASH FLOW FROM INVESTING ACTIVITIES				
Acquisition of intangible assets	(358 967)	(364 558)	(358 967)	(364 558)
Acquisition of property, plant and equipment	(696 485)	(1 448 489)	(696 485)	(1 448 489)
Finance income	6 594 847	8 929 011	6 594 847	8 929 011
Net cash flow from investing activities	5 539 395	7 115 964	5 539 395	7 115 964
CASH FLOW FROM FINANCING ACTIVITIES				
(Decrease)/increase in finance lease liabilities	(305 313)	1 228 919	(305 313)	1 228 919
Net cash flow from financing activities	(305 313)	1 228 919	(305 313)	1 228 919
INCREASE IN CASH AND CASH EQUIVALENTS	19 147 004	3 796 764	19 147 004	3 796 764
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	156 799 819	153 003 055	156 799 819	153 003 055
CASH AND CASH EQUIVALENTS AT END OF YEAR	175 946 823	156 799 819	175 946 823	156 799 819

The complete set of audited financial statements is available at the office of the Trust and on www.nelsonmandela.org

DONORS OF THE NELSON MANDELA FOUNDATION

Brimstone Investments
City of Cape Town
Clive Acton
United Kingdom - Department For International Development (DFID)
Dr I Marx
Drakensburg Sun Hotel
E TV (Pty) Ltd
Friends of the Nelson Mandela Foundation (USA)
Fulbright & Jaworski
German Technical Co-operation (GIZ)
Google / Tides Foundation
Harry N Abrams Inc
KAYA FM
King Baudouin Foundation US
Life Healthcare
Mrs Catherine J Anderson
Mvela serve
Mvelaphanda Holding
Natarajan Ramasami
Norton Rose Charity
Nu Metro
Penguin South Africa
Royal Coat Royal Coat Africa
Royal Thai Embassy
SAP Southern Africa
Spar Inland Guild
Standard Chartered Bank
Svenska Postkostiftelsen (Swedish Postcode Lottery)
United Nations Childrens Fund/ UNICEF
Universal Production
Vodacom Foundation
Volkswagen of South Africa

2009
FIRST NELSON MANDELA DAY





ANNEXURE A:
Website Report

ANNEXURE A: WEBSITE REPORT

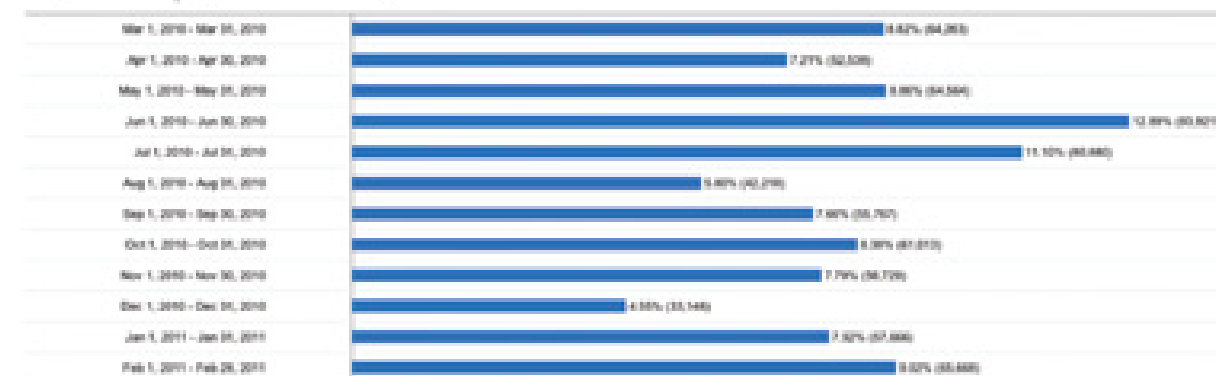
The Nelson Mandela Centre of Memory website growth remained stable in the financial year which ended February 29, 2012.

Visitor numbers to the site decreased from 728 375 visitors in the 2010/11 financial year (March 1, 2010 to February 28, 2011) to 654 000 in the 2011/12 financial year (March 1, 2011 to February 29, 2012), a decrease of 10.21%. February 2012 was the site's busiest month this financial year, with more than 68 290 visitors to the site.

In addition, the number of pageviews in the past financial year decreased by 17.63%, with 1 465 204 pageviews in the 2011/12 financial year, as compared with 1 778 885 during the 2010/11 financial year.

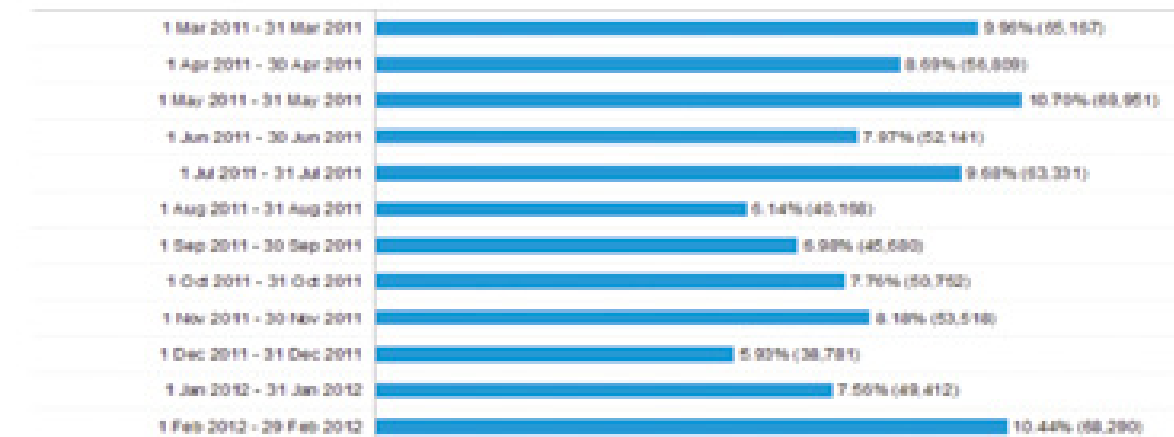
Visits during the 2010/11 financial year

728,375 Visits | **1,995.55 Visits / Day**



Visits during the 2011/12 financial year

654,000 Visits | **1,786.89 Visits / Day**



In the 2010/11 financial year, the site's best month in terms of traffic was June 2010 with 93 921 visitors. The site's lowest traffic month during this period was December 2010, with 33 148 visitors. The average number of visitors to the site during the 2010/11 financial year was 60 697.

During the 2011/12 financial year, the best month for visits was February 2012, with 68 290 visitors. The lowest traffic month in this period was December 2011, with 38 781 visitors to the site.

The average number of visitors during the 2011/12 financial year was 54 500 per month.

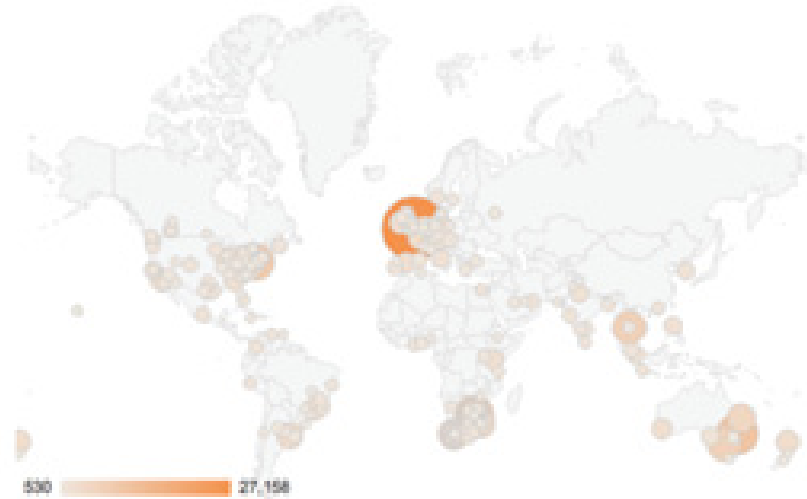
In the 2010/11 and 2011/12 financial years the majority of visitors to the site came from the US, with 176 112 (26.93%) of visitors arriving at the site in 2011/12, compared with 195 859 (26.89%) in 2010/11.

South Africa accounted for the second highest number of users in both years, with 134 327 (20.54%) in 2011/12 and 118 819 (16.31%) in 2010/11.

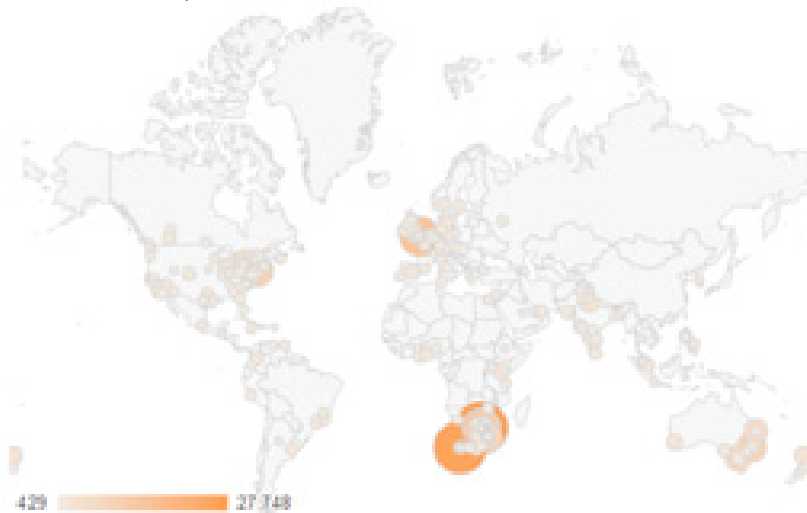
The UK accounted for the third highest number of visitors, with 55 092 (8.42%) visitors in 2011/2012, compared with 73 129 (10.04%) in 2010/11, visiting the website.

ANNEXURE A: WEBSITE REPORT

Cities of origin March 2010 to February 2011



Cities of origin March 2011 to February 2012



During the 2011/12 financial year the majority of traffic, 70.91%, arrived at the website via search engines. Referring sites (links from other sites to the Centre of Memory) accounted for 12.36% of traffic during this period, while 16.73% of traffic arrived at the site directly (i.e. someone typing www.nelsonmandela.org into his/her web browser).

The top five keywords used to find the Nelson Mandela Centre of Memory website, in order, were:

1. Nelson Mandela
2. Nelson Mandela Foundation
3. (not provided)
4. Nelson Mandela Biography
5. Mandela

Traffic arriving at the site after someone used the search term “Nelson Mandela”, accounted for 27.90% of all traffic coming in via a search engine, while “Nelson Mandela Foundation”, the next most popular search term, accounted for just 4.08% of traffic referred to the site.

The most popular news story during the 2011/12 financial year was “Statement concerning the health of former President Nelson Mandela”, recording 2 606 views during this period. This was followed by the “‘Deepest fear’ quote not Mr Mandela’s” story, recording 841 views.

1	index.php/news/article/statement_con...	2,606	2,480	00:01:57	92.50%	89.14%
2	index.php/news/article/deepest_fear_...	841	705	00:03:09	83.20%	79.60%
3	index.php/news/article/honouring_the...	688	616	00:04:05	79.65%	70.64%
4	index.php/news/article/former_presid...	526	515	00:02:57	92.74%	95.07%
5	index.php/news/article/commemorate...	426	292	00:01:43	58.87%	63.30%
6	index.php/news/article/afel_bon_r...	387	337	00:01:17	67.03%	61.21%
7	index.php/news/article/11_fbruary/...	386	317	00:02:06	74.74%	66.01%
8	index.php/news/article/am_prepare...	372	302	00:03:23	79.82%	74.73%
9	index.php/news/article/launch_of_uk...	372	282	00:01:43	53.90%	37.63%
10	index.php/news/article/madiba_peri...	369	307	00:01:12	68.53%	33.60%

Filter Page: containing /news/article Go: Advanced Filter
Go to: 1 Show rows: 10 1 - 10 of 1

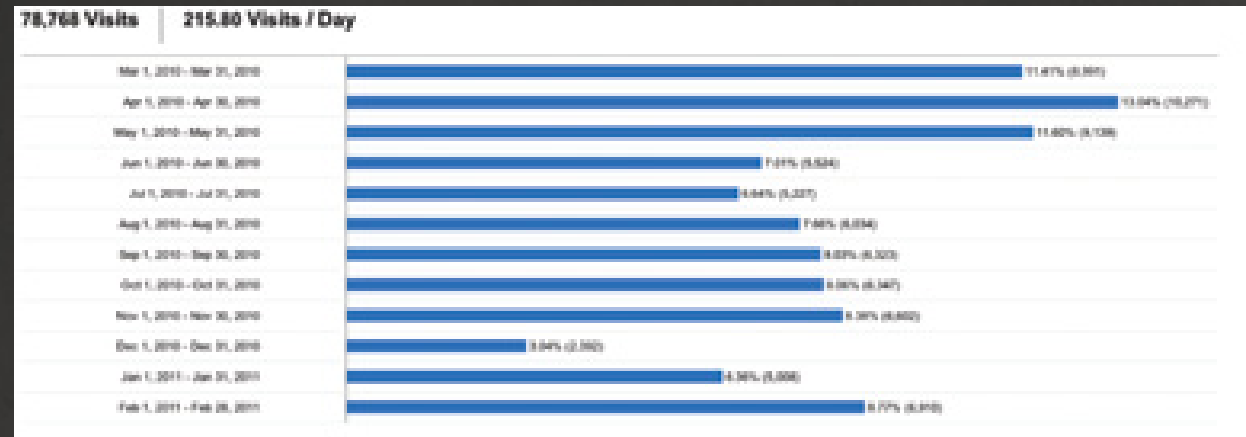
ANNEXURE A: WEBSITE REPORT

O'MALLEY SITE

Visitor numbers to the site increased from 78 768 visitors in the 2010/11 financial year (March 1, 2010 to February 28, 2011) to 92 844 in the 2011/12 financial year (March 1, 2011 to February 29, 2012), an increase of 17.87%.

In addition, the number of pageviews in this financial year surpassed the 200 000 mark, with 203 898 pageviews in the 2011/12 financial year, from 185 974 pageviews during the 2010/11 financial year.

Visits during the 2010/11 financial year



In the 2011/12 and 2010/11 financial years the majority of visitors to the site came from South Africa, with 37 763 of visitors arriving at the site in 2011/12, compared with 29 901 in 2010/11.

The US accounted for the second highest number of users in both years with 17 329 visitors in 2011/12 and 15 624 in 2010/11.

The UK accounted for the third highest number of visitors, with 8 297 in 2011/12, compared with 7 209 in 2010/11. February 2012 was the site's busiest month, with more than 12 059 visitors.

Visits during the 2011/12 financial year



During the 2011/12 financial year the majority of traffic, 83.01%, arrived at the website via search engines. Referring sites accounted for 5.62% of traffic during this period, while 11.37% of traffic arrived at the site directly (i.e. someone typing <http://www.nelsonmandela.org/omalley/> into his/her web browser).

The top five keywords used to find the O'Malley Nelson Mandela Centre of Memory website, in order, were:

1. (not provided)
2. Reconstruction and Development Programme
3. Nelson Mandela
4. Characteristics of Developing Countries
5. COSAS

Traffic that arrived at the site after someone used the search term "Reconstruction and Development Programme" accounts for 1.10% of all traffic that arrived at the site via a search engine, while "Nelson Mandela", the next most popular search term, accounts for just 0.83% of traffic referred to the site.

The most popular pages on the O'Malley site during 2011/12 financial year were "The Reconstruction and Development Programme", recording 8 873 views during this period, and the "O'Malley Archives", with 5 164 views recorded.

ANNEXURE A: WEBSITE REPORT

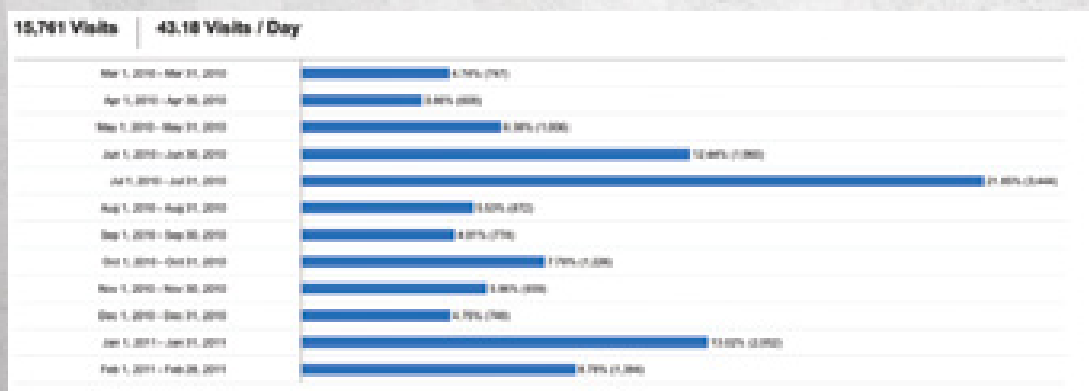
	Page Title	Pageviews	Unique Pageviews	Avg. Time on Page	Bounce Rate	% Exit	£ Index
1.	The Reconstruction and Development Pro...	8,873	7,582	00:05:29	85.19%	82.90%	\$0.00
2.	Contents - The O'Malley Archives	5,194	4,217	00:01:12	81.99%	46.18%	\$0.00
3.	O'Malley - The Heart of Hope	4,307	2,757	00:00:47	29.08%	37.38%	\$0.00
4.	Pre-Transition (1992-1999) - The O'Malle...	3,887	2,128	00:00:27	22.89%	6.87%	\$0.00
5.	Documents and Reports - The O'Malley A...	2,884	1,850	00:00:25	20.51%	7.49%	\$0.00
6.	Characteristics of Developing Countries - ...	2,598	2,344	00:00:31	91.64%	88.75%	\$0.00
7.	Transition (1990 - 1994) - The O'Malley A...	2,351	1,629	00:00:37	26.75%	13.74%	\$0.00
8.	O'Malley's political interviews - The O'Mal...	2,198	1,600	00:00:37	34.60%	42.65%	\$0.00
9.	1993: Group Areas Act No 41 - The O'Mal...	2,054	1,646	00:00:26	71.72%	60.37%	\$0.00
10.	1993: Bantu Education Act - The O'Malley ...	2,003	1,654	00:00:06	77.26%	78.54%	\$0.00

M.NELSONMANDELA.ORG

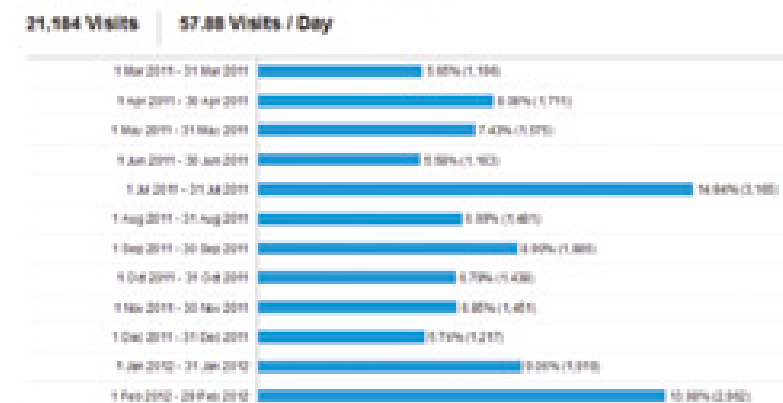
Visitor numbers to the mobile version of the Nelson Mandela Centre of Memory site increased from 15 761 visitors in the 2010/11 financial year (March 1, 2010 to February 28, 2011) to 21 184 in the 2011/12 financial year (March 1, 2011 to February 29, 2012); an increase of 34.41%. July 2010 was the site's busiest month ever, with more than 3 000 visitors.

The number of pageviews in this financial year increased to 38 390, compared with 26 971 pageviews during the 2010/11 financial year, representing a 42.34% increase.

Visits during the 2010/11 financial year



Visits during the 2011/12 financial year



In the 2010/11 and 2011/12 financial years the majority of visitors to the site came from the US, with 4 361 visitors to the site in 2011/12, compared with 4 652 in 2010/11.

South Africa accounted for the second highest number of visitors, with 2 458 in 2011/12, compared with 1 518 in 2010/11.

During the 2011/12 financial year the majority of traffic, 42.32%, arrived at the website via search engines. Referring sites accounted for 17.06% of traffic during this period, while 37.62% of traffic arrived at the site directly (i.e. someone typing <http://m.nelsonmandela.org/> into his/her web browser).

The top five keywords used to find the Nelson Mandela Centre of Memory (Mobile version) website, in order, were:

1. Nelson Mandela
2. Mandela
3. Nelson Mandela Foundation
4. Mandela Foundation
5. Nelson Mandela Biography Summary

Traffic arriving at the site after someone used the search term "Nelson Mandela" accounted for 47.38% of all traffic arriving at the site via a search engine, while "Mandela", the next most popular search term, accounted for just 7.91% of traffic referred to the site.

SOCIAL MEDIA

Last year (18 July, 2011) saw the introduction of social media accounts for the Nelson Mandela Centre of Memory, including the establishment of:

1. A Facebook page
2. A Twitter account
3. A Flickr account
4. A YouTube account

FACEBOOK

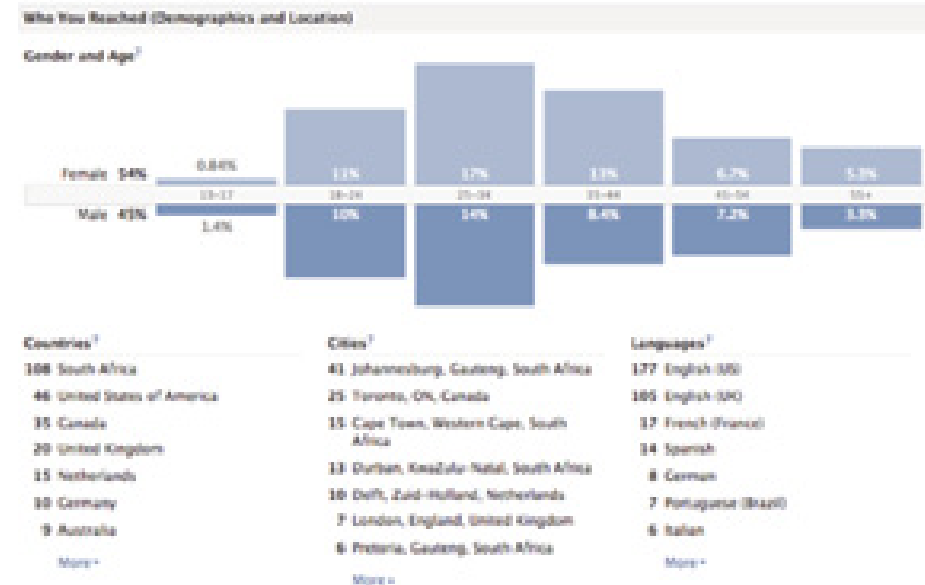
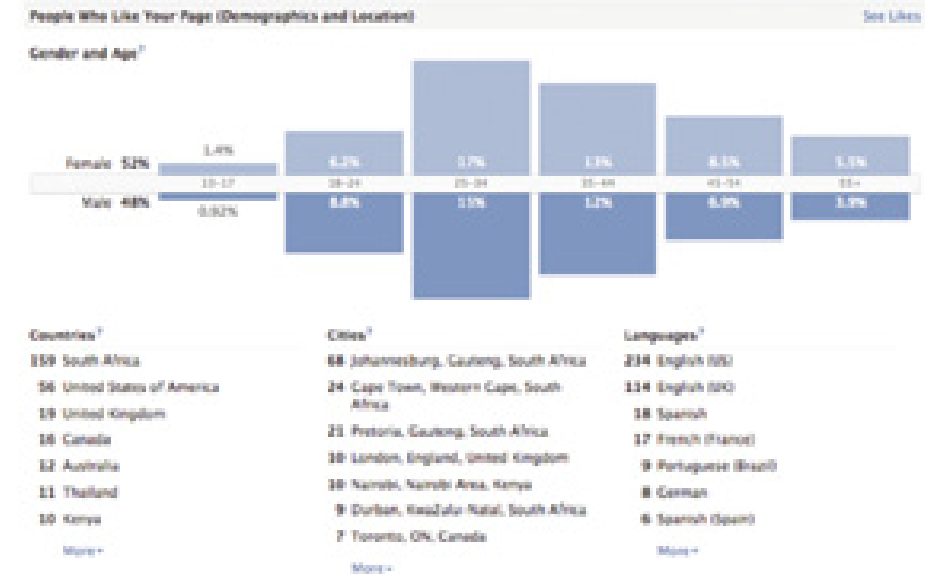
As at 1 March 2012, the Facebook account (<http://www.facebook.com/NelsonMandelaCentreOfMemory>) had 434 'likes'.

Since the insight structure on Facebook is limited to 89 days, the following statistics capture the account growth from 15 December 2011 to 1 March 2012.

The graph below indicates 'likes' and demographics – who liked the page, where they come from (country and city) and what language they speak. As indicated by the graph, the majority of 'likes' in these three months came from South Africa, and Johannesburg in particular.

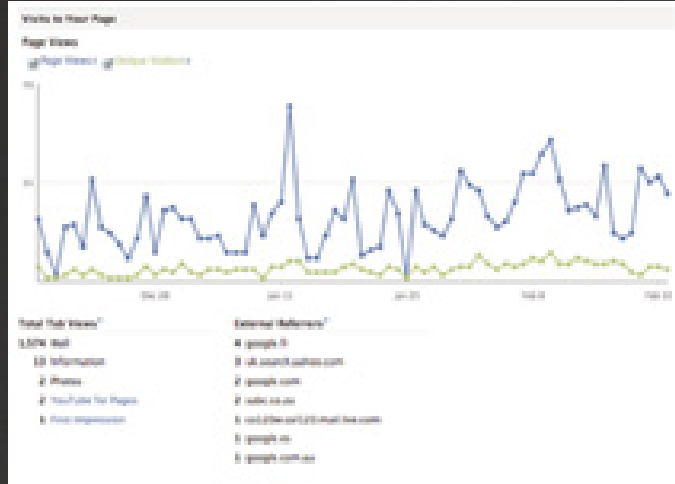
The graph also indicates reach over the same period – and statistics indicate similar trends.

Most people reached over these three months came from South Africa, and Johannesburg in particular.

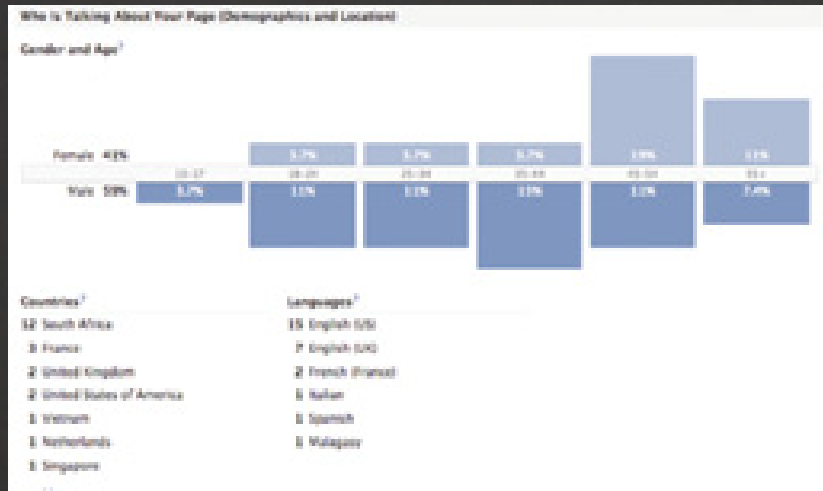


ANNEXURE A: WEBSITE REPORT

The graph below indicates what drove visitors to the page over the past few months. As indicated, most views were of the 'wall', with a peak in views over early January.

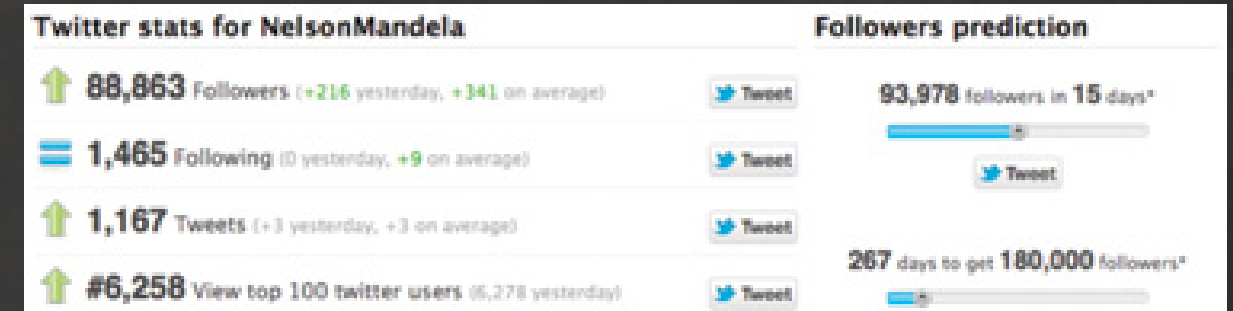
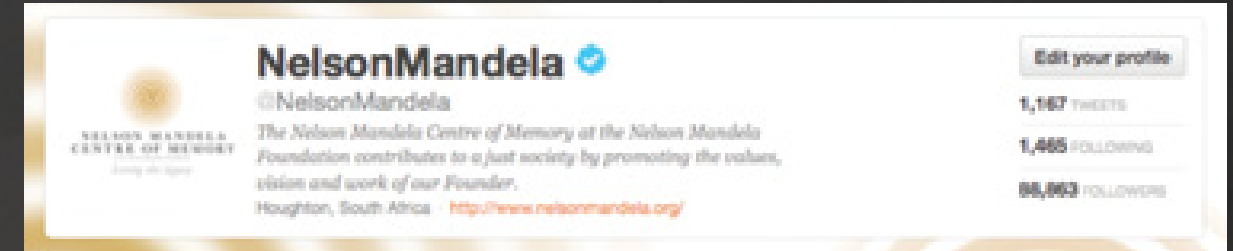


Visitor activity over the three months is indicated below. In line with the rest of the statistics, most people who are sharing and talking about the Facebook page come from South Africa and speak English.



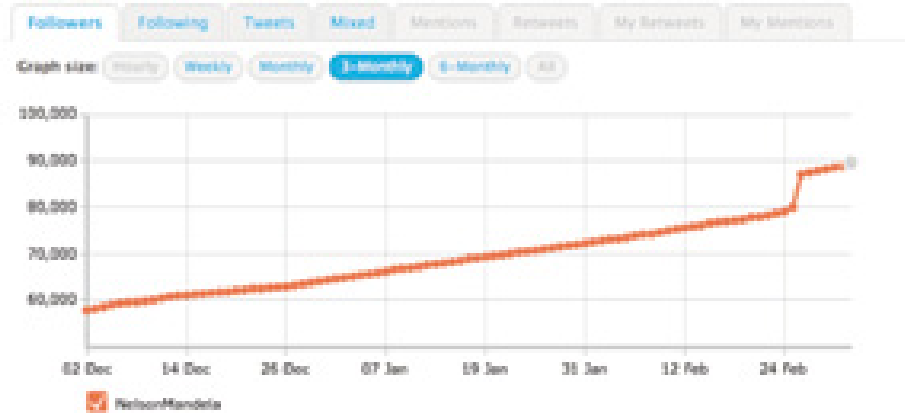
TWITTER

As at March 2012 the Nelson Mandela Twitter account had a massive 88 863 followers, had tweeted 1 167 times and was following 1 465 accounts.

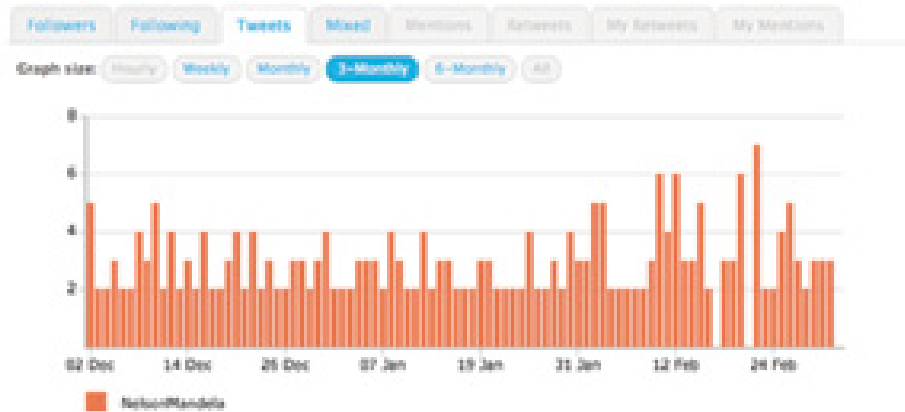


ANNEXURE A: WEBSITE REPORT

The graph below indicates the increase in followers over a three-month period, and shows a spike in activity on 24 February 2012.



The following graph indicates the number and frequency of tweets over a three-month period, which corresponds with the spike in activity on 24 February.

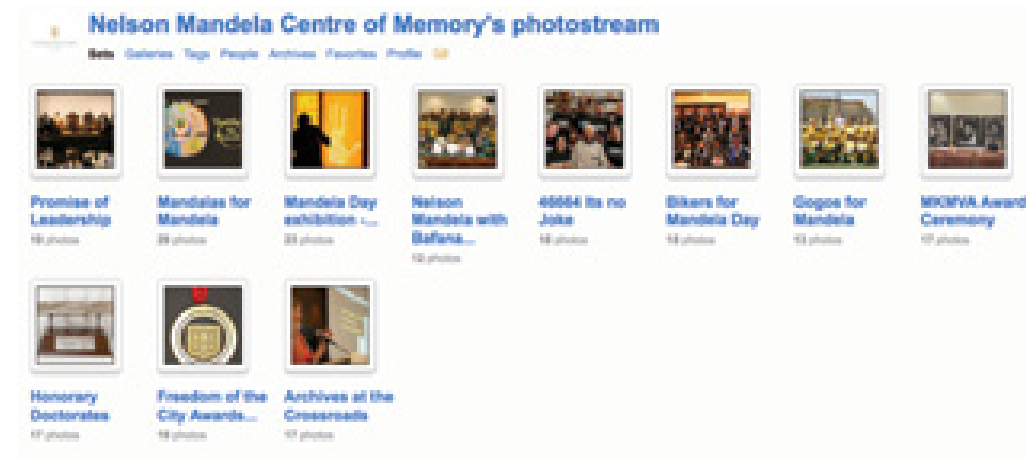


FLICKR

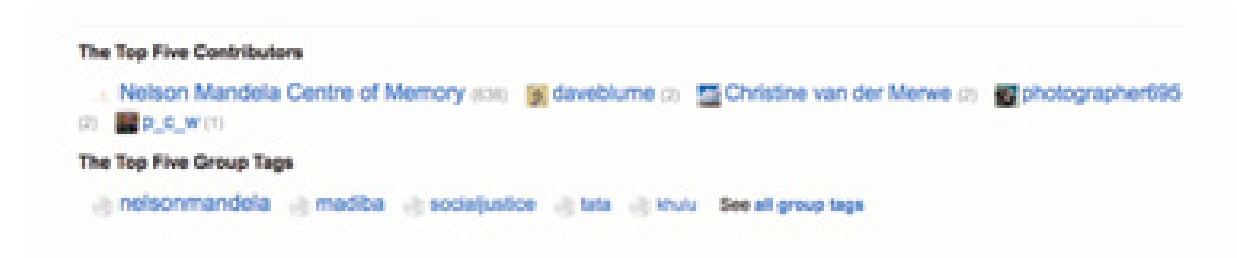
The Nelson Mandela Centre of Memory Flickr account has 664 items in its pool and 10 members. The account's 14 sets of photos are indicated in the photostream screengrab below.



Group Pool 664 items | Only members can add to the pool. [Join?](#)



The top five contributors to the account are listed below:



YOUTUBE

The Nelson Mandela Centre of Memory YouTube account has 46 subscribers, 35 videos and 15 374 total views, as at 1 March 2012.

The screenshot displays the YouTube channel page for the Nelson Mandela Centre of Memory. At the top, it shows 'Subscribers (46)' with a grid of 46 subscriber profiles, each with a name and subscriber count. Below this, the 'Uploads (35)' section is visible, showing a grid of video thumbnails with titles and view counts. The channel banner at the bottom features the channel name 'Nelson Mandela Centre of Memory', the subscriber count '46', the total view count '15,374', and a search bar.

This screenshot shows the 'Uploads (35)' section of the YouTube channel. It features a grid of video thumbnails with titles and view counts. The videos include 'Mabongwe Dialogue' (26 views, 1 week ago), 'It is in your Hands' (166 views, 3 months ago), 'Nelson Mandela addressing a gathering...' (124 views, 3 months ago), 'Nelson Mandela Centre of Memory P...' (207 views, 4 months ago), 'MRF Scholars meet Nelson Mandela' (145 views, 4 months ago), and 'Prof Wangari Maathai 3rd Nelson M...' (267 views, 3 months ago).

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



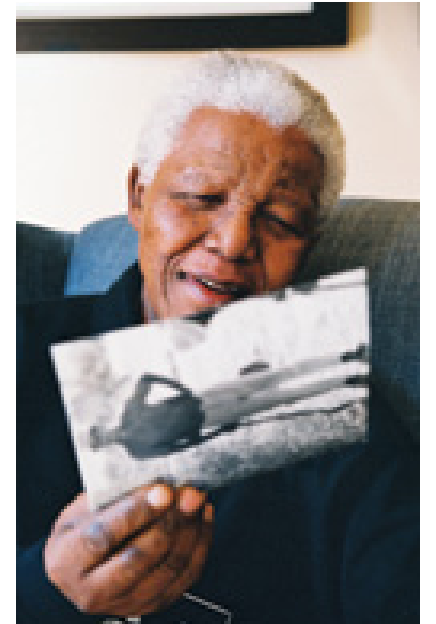
ANNEXURE B:
The Archival Platform

ANNEXURE B: THE ARCHIVAL PLATFORM



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 University of the Witwatersrand’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, artefacts, places and documentary record of the country’s history and the discourse around (re)making the past in the present. It seeks 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 practised in South Africa, especially in relation to social justice and how the past is understood.





Telegrams Received
to News

Robben Island
Please be good enough to approve of the fall
to themselves.

1. MAKAZIWE MANDELA P.O. BOX 5 COFIMVA

HEARTIEST CONGRATULATIONS STOP FIRST
BIRTHDAY AND GRADUATION DAY STOP VERY
ME ON SIXTH AND SEVENTH ^{FEBRUARY} RE HI
TIONS WITH LOVE. PLEASE APPLY BY
TATA

2. FATIMA MAGER HB BURNWOOD ROAD SYDNEY

MY DAUGHTER, MAKAZIWE, P.O. BOX 5
HAS PASSED B.A. SOCIAL WORK SCIENCE
HONOURS UNDER YOU STOP ARE YOU S

NELSON

17th January 1981
Robben Island

R3.30

DEEPLY SHOCKED BY DEATH OF NAUTYA
MY SINCEREST SYMPATHY TO YOU
AMANDUTYANA
NELSON MANDELA

1982-01-01

Time	Rate	Priority	Destination	Remarks
01				
02				
03				
04				
05				
06				
07				
08				
09				
10				
11				
12				
13				
14				
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30				

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 mechanisms through which decisions about what is accessible and what is restricted are made; 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 which 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 and organisations 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 maintains an ongoing scan of the South African archival sector, and is compiling a State of the Archive report in 2012 to provoke new ways of thinking, define challenges facing the sector and identify gaps and opportunities for future action.

Oversight of the Archival Platform project is performed by a steering committee comprising Professor Carolyn Hamilton (UCT), Verne Harris and Sello Hatang (Nelson Mandela Centre of Memory) and Noel Solani (Nelson Mandela Museum, Mthatha).

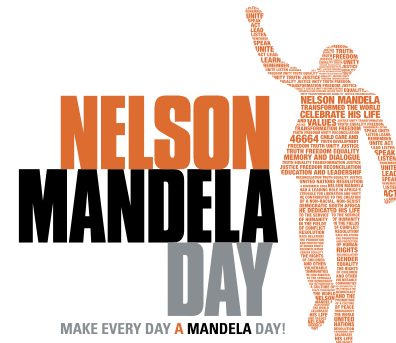


NELSON MANDELA
Charities

NELSON MANDELA CHARITIES



NELSON MANDELA FOUNDATION ASSOCIATED INITIATIVES





NELSON MANDELA
CENTRE OF MEMORY

at the Nelson Mandela Foundation

HOW TO SUPPORT THE WORK OF THE
Nelson Mandela Foundation



2008

IT IS TIME FOR NEW HANDS TO LIFT THE BURDENS

HOW TO SUPPORT THE WORK OF THE NELSON MANDELA FOUNDATION

The Nelson Mandela Centre of Memory, which is at the core of the Nelson Mandela Foundation, provides an integrated public information resource on the life and times of Nelson Mandela and convenes dialogue around critical social issues.

By donating to the Centre you can help sustain a unique legacy that contributes to the making of a just society.

DONATE:

Online – starting with any amount from R50 upwards;

Through bank transfers, debit orders or bank deposits; obtain banking details from fundraising@nelsonmandela.org

We deeply appreciate donations of any value and all donations are acknowledged. The different donor recognition mechanisms include:

Legacy Champion: Donate R5 million, payable over an agreed period and join a select circle of Founding Nelson Mandela Legacy Champions - President WJ Clinton, Peggy Dulany, Patrice Motsepe, Tokyo Sexwale and David Rockefeller. You will receive personalised certificates; have your name permanently inscribed onto a Wall of Honour at the Centre and on the Website; have VIP access to all events and activities.

Legacy Advocate: Make a significant donation and actively recruit other donors; receive special mention on the Centre's Website and in the Annual Report; have access to all events and activities.

Legacy Supporter: Make a donation of any size or actively encourage others to do so; receive special mention in the Annual Report.

The Nelson Mandela Foundation is a registered non-profit organisation and complies with all relevant financial regulations.



NELSON MANDELA
CENTRE OF MEMORY

at the Nelson Mandela Foundation

Living the legacy



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Living the legacy