



ANNUAL REPORT 2010/11

1990 | RELEASED

1994 | ELECTED PRESIDENT

1999 | NELSON MANDELA FOUNDATION ESTABLISHED

2009 | FIRST NELSON MANDELA DAY



NELSON MANDELA CENTRE OF MEMORY

At the Nelson Mandela Foundation

Living the legacy



NELSON MANDELA CENTRE OF MEMORY

At the Nelson Mandela Foundation

Living the legacy

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 in Houghton.

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 the Nelson Mandela International Day.

2011


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

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2002 | NEW OFFICES



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, that is at the heart of our work.



2004 | CENTRE OF MEMORY AND COMMEMORATION

2008 | 90TH BIRTHDAY CONCERT

2009 | FIRST NELSON MANDELA DAY

2011 | CENTRE OF MEMORY LAUNCHED



"The time has come when to risk the headless, it is to your health and..." - 2002
© NME photographer Neil Heywood



"The time for healing of the wounds has come. The moment to bridge the chasms that divide us has come. The time to build is upon us." - 1994
© NME photographer Neil Heywood, B&W



"I hoped that life might offer me the opportunity to serve and make my own humble contribution to the freedom struggle..."
© NME photographer Matthew Willman

THE WITNESS

LIBERTY MIDLANDS HALL

oasys

sole

JTC

PROGRESS LEARN RESPECT

FORWARD

THE WITNESS

LIBERTY MIDLANDS HALL

oasys

sole

JTC

PROGRESS LEARN RESPECT

FORWARD

THE WITNESS

LIBERTY MIDLANDS HALL

oasys

sole

JTC

PROGRESS LEARN RESPECT

FORWARD

Travelling exhibition:
Nelson Mandela:
Intimate Moments

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NELSON MANDELA
FOUNDATION



*Eighth Nelson Mandela
Annual Lecture*



Prof GJ Gerwel

In our previous Annual Report we paid tribute to our Founder and wished him well in his retirement. The Nelson Mandela Foundation committed itself, alongside its sister organisations the Mandela Rhodes Foundation and the Nelson Mandela Children's Fund, to promoting Madiba's humanitarian legacy with renewed vigour.

The Foundation's specific role is to establish a vibrant and dynamic Centre of Memory and Dialogue¹ that accurately portrays the life and times of Mr Mandela, makes his archival records available to the world and facilitates dialogue around critical social issues. As we review the results of the 2010/11 financial year (the fourth of a five-year strategic plan that commenced in 2007) we are pleased to report that significant progress has been made towards achieving some vital goals:

- A full inventory of Mr Mandela's personal archives, entrusted to the Centre in 2004, has been created. The virtual, online archive has been expanded with the Foundation's website now able to give wider access to documents and audio-visual material. The next phase is to fully digitise the archives, not only to ensure the preservation of historic material, but also to allow access to even wider, global audiences. Financial and technical assistance from Google will accelerate this process during the coming year.
- A three-year pilot programme of community dialogues focusing on social cohesion was successfully concluded. By adapting the United Nations (UN) Community Capacity Enhancement (CCE) methodology, facilitators were trained to help communities in 30 sites around the country to deal openly with contentious issues such as AIDS and xenophobia. An in-principle agreement has been reached with various state structures and non-government organisations (NGOs) to integrate this model into their ongoing work, thereby ensuring the sustainability and wider impact of this programme.

The Centre of Memory and Dialogue will, in the future, concentrate on facilitating policy level dialogue around critical issues including AIDS, xenophobia and freedom of information, as well as promote a much more inclusive approach to the recording of South African history.

- Despite a difficult global financial environment, the organisation's cash reserves grew by 9% to R132 million. Together with equity holdings valued at R48 million, a solid foundation has been laid for achieving the Sustainability Fund's overall target of R500 million.

MESSAGE FROM THE CHAIRPERSON OF THE BOARD OF TRUSTEES OF THE NELSON MANDELA FOUNDATION

I want to take this opportunity to thank our donors for their support. There are still many challenges that lie ahead. We are, however, confident that we will continue to forge partnerships with governments, organisations and individuals who share our goal to fully meet the call by our Founder in 2004 to pursue *"memory and dialogue for justice"* with passion and integrity.

I would also like to thank my fellow trustees for their continuing dedication and wisdom. To our staff, thank you for your hard work and perseverance.

1. In February 2011, at the end of the reporting period, the Board of Trustees adopted recommendations that included that the Memory and Dialogue programmes would be integrated and the name of the Centre would be changed to the Nelson Mandela Centre of Memory. As the Centre was known as the Centre of Memory and Dialogue during the period under review, this is the name used in this report.



CHIEF EXECUTIVE'S REVIEW

Professor Gerwel's message as chairperson of the Board of Trustees has summarised the overall progress made towards achieving the central strategic goal set in 2007 – the establishment of a world-class Centre of Memory and Dialogue dedicated to promoting the legacy of our Founder, Mr Mandela.

The aim of this review is to summarise progress made during the 2010/11 financial year towards putting in place the key elements of the Centre of Memory and Dialogue and to set out the challenges that lie ahead.

The **Archive** currently holds in excess of 20 000 documents with more than half comprising the personal papers entrusted to the Centre by the Founder. Although it is not the Centre's intention to become a conventional archive and centrally collect the vast and scattered record of the life and times of Mr Mandela, it nevertheless acquired small but significant historical records during the year. These include copies of Mr Mandela-related documents from the South African National Intelligence Agency; documents from Judge Pillay related to his work as Mr Mandela's lawyer; and copies of records of the historic Mells Park talks between the African National Congress (ANC) and the previous South African government in the late 1980s. We estimate that 25% of the current archive has been digitised. With financial and technical assistance from key donors, the Centre will put considerable energy behind this process during the coming year. The intention is to rapidly expand the already extensive virtual archive available on our website.

The Centre also vigorously implemented its **Outreach** programme:

- The Centre of Memory's **Exhibitions** continued to make an impact. These included the award-winning Mandela Day exhibition unveiled in New York in 2009, being installed in Soweto for the 2010 Fifa World Cup. The exhibition is now a permanent installation at the Nelson Mandela Hospital, Mthatha, Eastern Cape. Another exhibition, *Nelson Mandela: Intimate Moments* was displayed at Johannesburg's Nelson Mandela Square, in the nation's capital at the Tshwane Art Museum and in Pietermaritzburg, KwaZulu-Natal. A major exhibition, *Mandela*, remained on display at the Apartheid Museum and was viewed by an estimated 100 000 visitors during the year.
- A number of significant **publications** were released. *Nelson Mandela: Conversations with Myself* (selected excerpts from his personal archive) was published in 20 languages and became a global best-seller; *Nelson Mandela: The Authorised*



Ariel Dorfman reading to learners in Johannesburg

Comic Book received an Older Readers award at the USA 2010 Children's Africana Book Awards; two booklets documenting the findings of the two-year Community Conversations programme on Social Cohesion and HIV/AIDS were released and have become an invaluable dialogue tool around these critical issues.

- The Centre provided **research** support to a wide range of civil society organisations, government and international organisations, as well as authors and film makers. This included Rica Hodgson's autobiography *Foot Soldier for Freedom*, which was co-published by the Centre and Picador Africa; Morgan Freeman's documentary *The Sixteenth Man*; the UN's brochure *Nelson Mandela: In His Own Words*; renowned photographer Alf Khumalo's book *8115: A Prisoner's Home*.
- The Centre's **Dialogue** Programme completed a significant phase of its strategy to act as a catalyst for constructive dialogue around critical social issues. The three-year Social Cohesion Community Conversations nationwide pilot focusing on AIDS, xenophobia, gender and inequality was completed, setting the stage for this community empowerment model to be integrated into the ongoing work of government departments and NGOs. In keeping with the Founder's ethos of inclusivity, the Centre partnered with a number of other institutions in facilitating key policy level dialogues. These included serving on the African National Congress' archival sub-committee in preparation for the ANC's centennial celebrations; working with the City of Tshwane's Lalela Project designed to transform the capital's Church Square; with the Soth African Human Rights Commission and the Free State University in a dialogue that led to the Reitz Four apologising to university workers for racial abuse; with the South African History Archives and the Robert Sobukwe Trust to mark the 10th anniversary of the passing of the Freedom of Information Act. This coincided with the launch of an exhibition about Robert Sobukwe's life as part of the Centre's Disavowed Voices programme.

- The Nelson Mandela Annual Lecture, with writer and human rights activist Ariel Dorfman as guest speaker, was once again a highlight not only of the Centre's activity, but broadly within the country's calendar of events. Prior to the lecture itself, Professor Dorfman interacted with a wide range of local communities, students, academics and activists, speaking eloquently about displacement and alienation, with his own experiences in Latin America and the United States as testimony to how people can overcome xenophobia, or the "fear of the other". The lecture was equally successful, with the thousand-strong audience responding warmly to his speech.

The three-year Social Cohesion Community Conversations nationwide pilot focusing on AIDS, xenophobia, gender and inequality was completed, setting the stage for this 'community empowerment' model to be integrated into the ongoing work of government departments and NGOs.

- The Mandela Day campaign, initiated by the Foundation and its sister organisations, continued to be received with great enthusiasm. In South Africa, it is estimated that 800 000 people benefited directly from the call for individuals and organisations to work with and within communities to bring about positive change. Activities ranged from President Jacob Zuma doing community work in Mr Mandela's birthplace, Mvezo; to actor Morgan Freeman helping to build a fence at an orphanage; to provincial premiers and their cabinets helping to build homes for people without shelter. Efforts will be intensified to have the Mandela Day ethos embedded into the daily efforts of individuals and, in so doing, initiate a global movement of good.

Summary and Immediate Priorities. The Nelson Mandela Centre of Memory and Dialogue at the Nelson Mandela Foundation has established itself as a vibrant memory resource, where lessons from the life and times of Nelson Mandela can be used as a means of promoting dialogue and understanding. There are a number of crucial challenges ahead that will receive high priority in the immediate future:

1. The rapid expansion of the archive's accessibility by intensifying the digitisation process and using the latest internet and mobile phone communication technology.
2. Establishing a physical space capable of accommodating increased numbers of scholars and researchers. This will still be comparatively limited, and discussions are underway to establish Nelson Mandela Centre "windows" in South Africa and internationally, where large numbers of people can visit.
3. Building the Foundation's Sustainability Fund to a level capable of supporting a Centre of Memory and Dialogue that functions independently, along the principles of inclusivity that became a hallmark of the way our Founder conducted himself.

Two commensurate strategies are being implemented. The first is to reduce overall expenditure. At the end of the financial year total expenditure had been reduced from R61.9 million to R49.8 million, a reduction of 20%. For the same period, operating expenses had been reduced from R17.5 million to R8.7 million, a reduction of 50%. Over the next two years the target is to reduce total annual expenditure to R25 million. Simultaneously, renewed efforts will be made to build the Sustainability Fund and reach the overall target of R500 million (current cash reserves and equity holdings total R180 million).

The Nelson Mandela Centre of Memory and Dialogue at the Nelson Mandela Foundation has established itself as a vibrant memory resource, where lessons from the life and times of Nelson Mandela can be used as a means of promoting dialogue and understanding.

In conclusion, I would first of all like to echo our Chairperson's gratitude to our donors. The list of valued partners is contained in the Resource Mobilisation section of this report.

My thanks to the Board of Trustees for their dedication, wisdom and strategic guidance; and to our management team and staff for all the hard work during a challenging year.





Galeshewe Community Dialogue – Northern Cape

THE YEAR AT A GLANCE





Archivists Lucia Raadscheldes, Zanele Riba and senior archivist, Razia Saleh



MEMORY PROGRAMME OF THE NELSON MANDELA CENTRE OF MEMORY

In line with the Foundation's five-year (2007 - 2011) strategic plan, the 2010/11 report period focused primarily on consolidation. For the Memory Programme this meant delivering the full range of Programme activities in line with a single strategic focus. In addition, the Programme established two new interfaces or platforms where the public is able to interact with the Centre's material.

The first of these is an integrated layer of digitised archival content on the Mandela portal, and the second is a full medley of reading room services. In 2010/11 planning and preparatory work for these interfaces was completed:

- The digitisation of the Programme's film and sound archives was completed and research into digitisation models and strategies for paper-based records was undertaken. Advanced processing of paper-based collections (which is necessary preparation for digitisation) was far advanced. A partnership with Google was introduced for the roll-out of a digitisation programme over the next five years.
- The nature and extent of reading room services hinge on the permanent physical home for the Centre of Memory and Dialogue. A final exploration of all options for such a home was undertaken, and, in February 2011, the Foundation's Board

decided to make the Foundation's own building the Centre's home. Consequently, refurbishment of the building will now have to take place.

During the report period all functions and structures of the Centre were reviewed in preparation for initial work on its second five-year strategic implementation plan (2007 - 2012). Recommendations to the Board were adopted in February 2011 and included that the Memory and Dialogue programmes will be integrated across content development and content delivery functions, the name of the Centre will be changed to the Nelson Mandela Centre of Memory, and Foundation staff will be taken through a concomitant change management process. Considerable time and energy were devoted to these planning and review processes through the year.

A number of events during the year drew extensively on the Programme's resources and input: the second Nelson Mandela Day, the 2010 Fifa World Cup, the three-week Nelson Mandela Annual Lecture visit of 2010 lecturer Ariel Dorfman, and several media surges related to Mr Mandela's health. Dedicated Programme funding from the following sources was utilised and greatly appreciated: Coca-Cola, Department for International Development (DFID), the Friends of the Nelson Mandela Foundation (USA), Google, the Swedish Lottery Fund and the United Nations Educational, Scientific and Cultural Organization (UNESCO).

Dialogue and Advocacy

The Memory Programme is committed to securing a dialogue component to all its work. This is regarded as a key value, rooted in Mr Mandela's legacy. More practically, the success of the Programme hinges on both broad collaborative endeavours and close articulation with the Dialogue Programme. The strong advocacy dimension introduced in 2009 was maintained throughout 2010/11.

During the report period 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 and numerous highlights can be noted.

The Programme:

- Worked closely with the University of Cape Town in managing the joint Archival Platform project through its first year of operation. This project creates a virtual information and dialogue space for South Africa's memory sectors. The Archival Platform engaged in a range of issues of importance to these sectors, including the proposed media tribunal and the new Protection of Information Bill.
- Participated in the Promotion of Access to Information Act (PAIA) Civil Society Network – a network of Freedom of Information organisations in South Africa.
- Was represented on the ANC's Centennial Archives Sub-committee, the Chancellor

House Exhibition Advisory Committee (Johannesburg Development Agency), the Community House Reference Group (Legal Resources Service, Cape Town), and the Howick Capture Site Reference Group (Pietermaritzburg).

- Worked closely with the Tshwane Council on its Lalela Project, designed to transform Church Square in the Tshwane city centre.
- Met with and gave advice on request to the Ahmed Timol Foundation, the Desmond Tutu Peace Centre, the Ahmed Kathrada Foundation, and the Soweto Heritage Trust.
- By way of the Programme head, ran an ethics workshop for television and radio archivists at the South African Broadcasting Corporation (SABC).

During the report period numerous informal dialogues were conducted with stakeholder institutions. New working relationships were established, while those already in place were expanded and enhanced.

Several important advocacy interventions were undertaken and the Foundation:

- Met with the minister of Arts and Culture and the national archivist around a range of archival issues, including the preservation and public availability of the records of political prisoners and of the Rivonia Trial.
- Partnered with the South African History Archive in contributing both written



2008 | 90TH BIRTHDAY CONCERT



Above: Dini Sobukwe

Below: An exhibition panel with an image of Robert Mangaliso Sobukwe



and oral comment to Parliament on the revised Protection of Information Bill.

- Conducted a follow-up meeting with the deputy minister of Justice and Constitutional Development to promote access to records related to Mr Mandela.
- Made a written submission to the South African Heritage Resources Agency which played a key role in ensuring that an original signed version of the Freedom Charter was not sold on auction outside the country.

Unlike most conventional archives, the Nelson Mandela Centre of Memory and Dialogue 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.

- Participated with the Human Rights Commission and the University of the Free State in the organising of a public apology by former students (the Reitz Four) for racist acts aimed at university workers.

Three formal dialogue forums were convened by the Programme:

- In March 2010 a focus group (including Professor David William Cohen, formerly of the University of Michigan) revisited the April 2009 forum *Reconciliation and the Work of Memory in Post-apartheid South Africa*, hosted by the Foundation. A follow-up forum, convened in February 2011, was conceptualised and planned.
- In partnership with the University of Cape Town, a conversation between Professor

Ariel Dorfman (Duke University) and a panel of young South African writers on the theme “Suspect Reconciliation!” took place.

- In February 2011, the Foundation partnered with the South African History Archive and the Robert Mangaliso Sobukwe Trust in convening a dialogue forum on access to information to mark the 10th anniversary of the coming into operation of South Africa’s Promotion of Access to Information Act. Keynote

addresses were delivered by Jacob Dlamini (Yale University) and Dini Sobukwe, and panel discussions focused on “the secret”, “the taboo” and “the disavowal”. Team members contributed to professional publications and delivered papers at professional gatherings. They spoke or taught in Australia, New Zealand, Sweden and South Africa.

The Virtual Archive

Unlike most conventional archives, the Nelson Mandela Centre of Memory and Dialogue 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 Centre, 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 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 of the portal – 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 surface layer of stories and information.

The following achievements during the report period should be noted:

- Each of the portal’s design elements received sustained attention, content was web-enabled and tested, and the content base of each of the portal’s building blocks was expanded.
- The user interface was upgraded again, with the home page being redesigned, elements of the site re-organised, and the databases reconfigured.
- Existing databases were updated and expanded.
- A “Tributes” database (documenting various tributes to Mr Mandela such as awards and sites being named after him) was developed and web-enabled.

- A new portal feature was introduced in the form of a “Genealogy”, detailing the names and relationships of Mr Mandela’s (biological) family.
- With the launch of Nelson Mandela International Day, a dedicated Mandela Day mini-site was introduced.
- A focused investigation into digitisation models, strategies and costing was initiated, with the intention of developing a digitisation implementation plan to be launched in 2011. With the assistance of the United States embassy, a visit was received from Rebecca Warlow, a National

A partnership with Google was initiated in order to implement a dedicated digitisation roll-out plan over the next five years.

Archives (USA) expert on digitisation, to review progress on the investigation and make recommendations.

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- Towards the end of the report period it was decided to engage four social networking media, including Facebook and Twitter. An implementation strategy was adopted and training of staff initiated.

Website management continued to receive sustained attention. Monthly meetings with the service provider ensured close monitoring and continued enhancement

of the website’s functionality. Use of the site continued to grow rapidly. The number of pageviews in the report period reached almost 1.8 million, an increase of 60% from the previous year. The number of visits increased by 77%, with a peak reached in June 2010 when 93 921 visits were logged for that month. Cellphone access to the site has continued to grow – usage increased by 233%. The portal has now established itself as one of the most trusted and widely used internet resources for research on the life and times of Nelson Mandela. See Annexure 1 for a more detailed account of website usage in the report period.

Collections

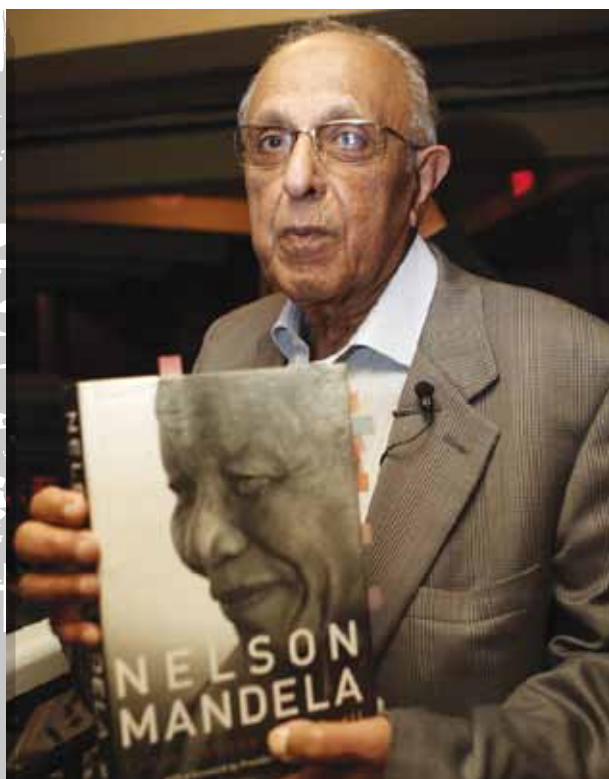
As was explained above, the primary objective of the Centre of Memory and Dialogue is not to collect and physically host material related to Mr Mandela. Nevertheless, substantial and invaluable collections are being built up through various means – the gift and award collections continued to grow; more Foundation organisational records were added to the archive; a photographic record of Mr Mandela’s engagements continued to be built up; and a number of small accessions were acquired. Specific significant additions to the collections included copies of numerous documents related to Mr Mandela provided by the National Intelligence Agency in response to a Promotion of Access to Information Act request; the generous donation by Judge Pillay of all his legal records relevant to work he did for Mr Mandela; and the Centre acquired copies of records related to the



Nelson Mandela Day exhibition at Maponya Mall



2009 | FIRST NELSON MANDELA DAY



Mr Ahmed Kathrada

Mells Park talks from both the ANC and Mr Michael Young.

The focus in 2010 once again was on undertaking advanced processing of the core accumulations, especially Mr Mandela's private papers, the awards collection, the photograph collection and the film collection. Although capacity constraints hamper proactive acquisitions and also limit collections processing, some progress can be noted. A small additional strongroom was also secured for the gifts and awards collections.

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

- All new acquisitions were registered, arranged and described.
- Advanced processing of Mr Mandela's private papers was nearing completion.
- The awards collection was subjected to quality control exercises. The database was updated accordingly.
- The photograph collection was taken through a thorough preservation review. New storage for prints was introduced, and all electronic images were archived onto an external hard drive.
- Imani Media took custody of the film and video collection which had been sorted, appraised, digitised and catalogued at the Centre in 2009. The incorporation of the material into the broader collection, including the generation of a single catalogue at Imani, is far advanced.
- Researcher guidelines and a researcher release form were developed and adopted.

- Databases and other web-accessible resources were regularly updated.
- A security review led to a decision to install security cameras throughout the building. The procurement process in this regard was far advanced at the end of the report period.

Oral History

The Christo Brand biography project was broadened into a Prison Warder Research Project, documenting the life stories of former warders Christo Brand, James Gregory and Jack Swart in the context of the apartheid-era prison service.

Interviews with Brand, Swart, Gregory's widow and Ahmed Kathrada were completed.

Work continued on the book *Ukutya Kwasekhaya* by Xoliswa Ndoyiya (Mr Mandela's cook and househelp since 1992).

The final phase of transcription work on the Stengel and Kathrada collections is underway.

A conversation between Mr Mandela, Zindzi Mandela and Ahmed Kathrada, discussing the new book *Conversations with Myself*, was filmed, edited and archived.

Exhibitions

The Centre continued to generate exhibitions and to test different partnerships, models and audiences. Three partnerships and exhibitions stand out in this regard:

- The award-winning 2009 Mandela Day exhibition in Grand Central Station, New York, was adapted in collaboration with 46664 for a 2010 Fifa World Cup soccer launch in South Africa. It was on display in the Maponya Mall, Soweto, from June to August 2010, and was then given to the Nelson Mandela Academic Hospital (Mthatha) to form the basis for a permanent exhibition in the hospital.
- The exhibition *Nelson Mandela: Intimate Moments* was developed to include

The award-winning 2009 Mandela Day exhibition in Grand Central Station, New York, was adapted in collaboration with 46664 for a 2010 Fifa World Cup soccer launch in South Africa. It was on display in the Maponya Mall, Soweto, from June to August 2010, and was then given to the Nelson Mandela Academic Hospital (Mthatha) to form the basis for a permanent exhibition in the hospital.

text panels and put on display at both the Sandton Shopping Centre and the Tshwane Art Museum from July 2010. A modified version was launched at the Midlands Mall in Pietermaritzburg in February 2011 to mark the 21st anniversary of Mr Mandela's release from prison.

- The Centre worked with the Presidency to contribute a Nelson Mandela display for an exhibition representing former presidents at the Union Buildings.

Developments regarding existing exhibitions included the following:

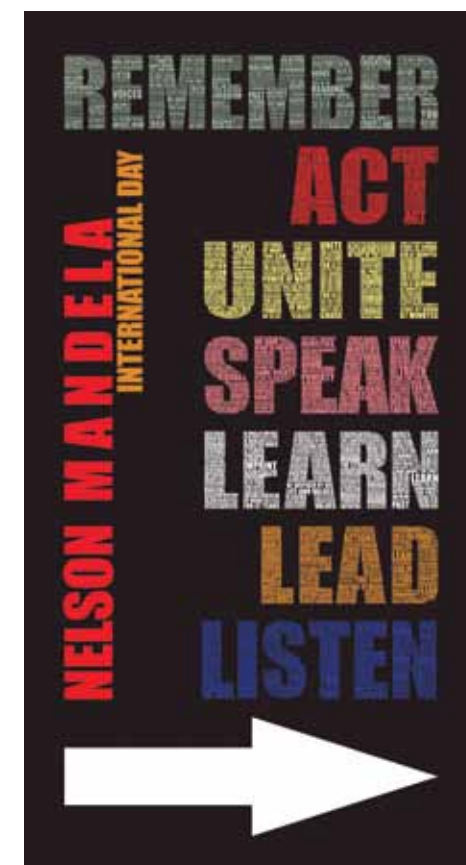
- The Centre's first exhibition, *466/64: A Prisoner Working in the Garden*, launched

jointly with the National Archives, remained as a permanent feature of the Constitution Hill precinct, located in the "Mandela Cell".

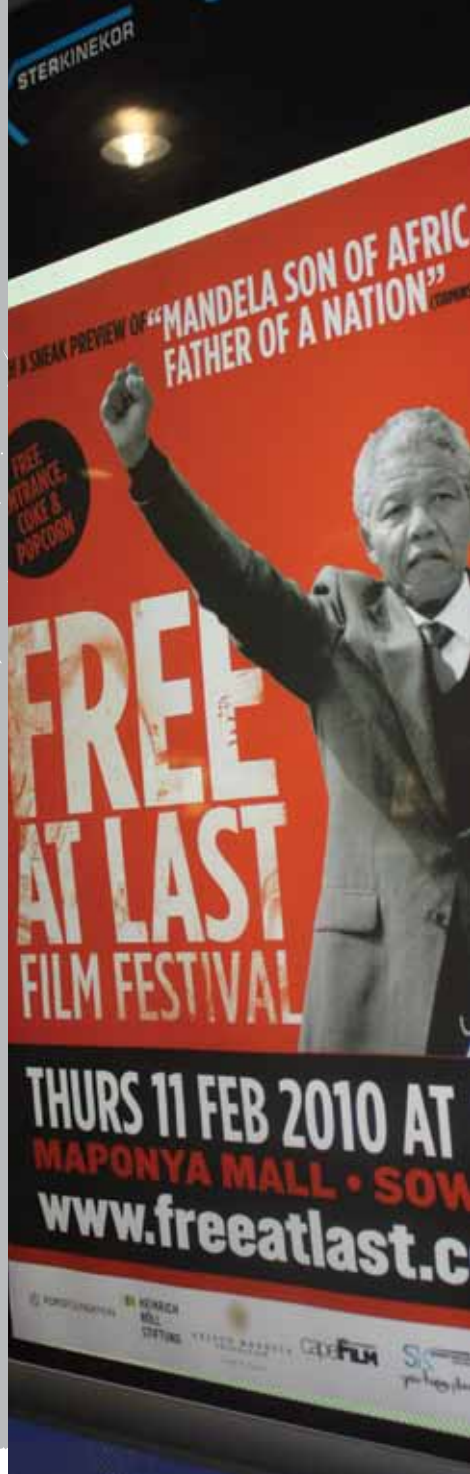
- The Mandela Archives display at the Red Location Museum in Port Elizabeth remained in place.
- The major exhibition *Mandela* remained on display in the Apartheid Museum throughout the year (where it was viewed by an average of 800 people a day), as did the version of it at the Slave Lodge in

Cape Town. The Swedish version remained on display in Malmo until August 2010. Other versions were developed – a new Spanish-language version was launched by the South African Embassy in Argentina in November 2010; and also in November, a small mobile version was installed in the head office of the Department of International Relations in Tshwane.

- *Parenting a Nation: Walter and Albertina Sisulu* was given to the Nelson Mandela Museum (Mthatha).
- The exhibition *GR Naidoo: A Generous Eye* was moved in June 2010 from the Foundation to the Luthuli Museum in Groutville.



Top left: Mr Ahmed Kathrada and Mr Richard Maponya at the launch of the Mandela Day exhibition at Maponya Mall



An exhibition of sports memorabilia was on display at the Foundation for the duration of the World Cup finals. In August it was replaced by *The Meaning of Home*, an exhibition of photographs by Bonile Bam.

The exhibition *Remember Africa: Robert Mangaliso Sobukwe* was launched at the Foundation in February 2011 in partnership with the Sobukwe Trust.

Research

During the report period the Memory Programme fielded thousands of enquiries about Mr Mandela, about archival sources, access to materials, and use of Mr Mandela's intellectual property. The Programme constitutes a one-stop-shop for all such enquiries, whatever their origin. The Programme also provided research support to Mr Mandela's office, delivered the Foundation's press clippings service, and provided research support to the Programme functions detailed in this report. In the lead-up to the first 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 Programme in developing materials for their Mandela Day activities.

Major publications (some still forthcoming) that benefited from the Programme's dedicated research resource in the report period were as follows: new documentaries about Mr Mandela by a range of film and television media (including CBS's *60 Minutes* and the BBC); Cliff Bestall's *The Sixteenth Man*, Anant Singh's film version of *Long Walk to Freedom* (forthcoming); the UN's brochure *Nelson Mandela: In His Words*, Alf Kumalo and Zukiswa Wanner's *815: A Prisoner's Home* (Penguin); and Peter Hain's new biography on Mr Mandela.

Three special research projects were undertaken:

- Researching, collecting, digitising and cataloguing Mandela-related film materials. This project was nearing completion by the end of the report period.
- The third phase of the Mandela Prison Files project is underway, namely the detailed arrangement and checking of Mr Mandela's incoming and outgoing correspondence.

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2011 | CENTRE OF MEMORY LAUNCHED

- A final draft report was completed in February 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.

Communication and Records Management

In the report period:

- A review of all ICT service level agreements was undertaken by a service provider.
- The organisational intranet was re-configured.
- The website was reviewed and enhanced.
- The organisational re-branding exercise was pursued, with the draft Corporate Identity Manual under consideration. The decisions by the Foundation's Board in February 2011 to integrate the Memory and Dialogue programmes and to reconfigure core work under the name Nelson Mandela Centre of Memory, necessitated an extension of the implementation timeframes.
- The new procedures and systems for dealing with routine correspondence were monitored and enhanced. Clearance time on the Foundation's general electronic mailbox was maintained at less than 24 hours. A total of 218 bulk emailings were undertaken.
- The Foundation's contacts database was built up to 6 373 records.
- In-house call-centre capacity was investigated.
- 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 and Dialogue. The following achievements in records management can be noted for the year under review:

- The organisational filing plan was reviewed and found wanting. A new plan which is more appropriate to the new vision, mandate, functions and structures of the organisation was designed with the assistance of an external consultant. The implementation date is 1 April 2011.

- An independent information and communications technology (ICT) auditor assessed compliance with electronic records policies and use of the electronic records management system. A plan has been approved to re-organise the system and ensure appropriate levels of compliance. Again, the implementation date is 1 April 2011.
- Support was provided to both paper-based and electronic back-filing exercises in the chief executive's office.
- Support was given to a review of core Board governance records and their re-organisation.





DIALOGUE PROGRAMME OF THE NELSON MANDELA CENTRE OF MEMORY

The HIV community dialogues were piloted by the Nelson Mandela Foundation between 2008 and 2010. The dialogues were convened in nine provinces, and consisted of more than 300 conversations attended by more than 6 000 participants. More than 60 facilitators were trained on the Community Capacity Enhancement (CCE) methodology and the issues of importance raised by communities covered the entire development spectra. The dialogues were implemented in Khakhala Village (Limpopo); Lerome (North West); Thabanchu (Free State); Galeshewe (Northern Cape); Kliptown and Soshanguve (Gauteng); Mhluzi (Mpumalanga); Kwa Makutha (KwaZulu-Natal); Ngangelizwe and eMantlaneni villages (Eastern Cape); and Langa (Western Cape).

Between May 2009 and April 2010, 30 Social Cohesion community dialogues were held, attended by a total of 1 819 South African and migrant participants. Community dialogues were implemented in Khayelitsha and Nyanga (Western Cape); Atteridgeville and

Diepsloot (Gauteng); Albert Park and Cato Manor (KwaZulu-Natal); Leandra and Nkomazi (Mpumalanga); and New Brighton, Walmer and Jeffrey's Bay (Eastern Cape). A team of 28 facilitators, comprised of both South African nationals and nationals from other African countries, were trained in the CCE methodology and subsequently assisted with the implementation of community conversations in the selected provinces.

Three publications supporting this work were published – the AIDS2031 booklet *Turning off the Tap: Understanding and Overcoming the HIV Epidemic in Southern Africa*, the Social Cohesion community conversations booklet, and the HIV/AIDS community conversations booklet.

Overview

The period under review (March 2010 to Feb 2011), marked the third and final phase (consolidation) of the five-year strategic plan. For the Dialogue Programme in particular, this meant the handover of the remaining community dialogues to government and NGO partners through a structured capacity-building plan. The key activities included:

- The continued roll-out of the HIV/AIDS community dialogues throughout the country and the consolidation of partnerships with locally based NGOs. This culminated in a consultative

Ariel Dorfman with learners in Cape Town



meeting in November 2010 where practitioners, business, civil society and government representatives came together over a period of two days to share lessons and chart a new future for the community dialogues.

- The Social Cohesion community dialogues came to an end with a consultative meeting attended by two deputy ministers, Malusi Gigaba of the Department of Home Affairs and Fikile Mbalula of the Department of Police.
- The emerging lessons on how communities can forge a common understanding on factors that potentially drive and fuel the epidemic in their communities have been discussed during the conversations and this has generated considerable interest by other partners working in the field. As with the HIV/AIDS dialogues, the main focus was to hand over the Social Cohesion community dialogues to NGO partners.
- World AIDS Day was a joint effort with the Department of Social Development (the government department that will be implementing the community dialogues nationally starting in May 2011). The South African theme for World AIDS Day was "I am responsible. We are responsible. South Africa is taking responsibility," and the Foundation commemorated the day by hosting community conversations in all nine provinces.
- The AIDS2031 initiative ended with a global book launch entitled *AIDS2031 – taking a long-term view*. The book was

launched in Washington and London, prior to the Johannesburg launch.

- The annual lecture continued with the new format of community-based and youth-focused dialogues. This was the first time that the speaker of the annual lecture ventured outside of Johannesburg, resulting in an intense programme of activities and engagements. As with the previous lecture, media engagement was used to full effect, not only to profile the speaker, but also to engage the broader community in dialogue.
- As with previous years the Programme produced booklets that have been widely disseminated as part of its advocacy and engagement strategy.

The Eighth Nelson Mandela Annual Lecture

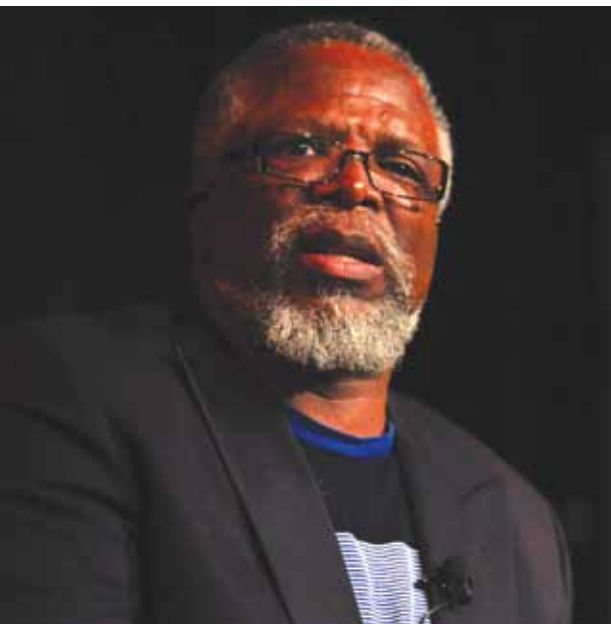
The Eighth Nelson Mandela Annual Lecture, held at the Linder Auditorium in Johannesburg on 31 July 2010, and was presented by Professor Ariel Dorfman, who served as cultural advisor to Chilean President Salvador Allende from 1970 to 1973. He is author of many novels, plays, poems, essays and films. He held a series of dialogues in Johannesburg, Cape Town and the Eastern Cape before delivering the Annual Lecture.

Summary of Annual Lecture associated dialogues:

- A Mandela Day activity in Cape Town: Ariel Dorfman's first stop was to show his support for Mandela Day by giving



The dialogue team from left to right: Mothomang Diaho, Siviwe Khaba, Motlatsi Lekhuleni, Molly Loate and Yase Godlo



John Kani at the launch of *Conversations with Myself*

67 minutes of his time at Athlone North Primary School in Kewtown, Athlone, where a classroom full of Grade 1s and Grade 4s eagerly awaited the prolific author and playwright.

- Ariel Dorfman joined Nelson Mandela Foundation Chief Executive Achmat Dangor, as well as humanitarians from around the world, in a social cohesion sharing session around the issue of xenophobia in the Western Cape. The session was held at the Gugulethu Community Centre and served as an opportunity to listen to the recurring problems regarding xenophobia, which had recently flared up in township areas in the Cape and in the country at large.
- Dialogue with Authors: *Suspect Reconciliation!* This dialogue between Ariel Dorfman and four young South African writers was a collaboration with the University of Cape Town. It saw Dorfman in dialogue with Niq Mhlongo, Kevin Bloom, Henrietta Rose-Innes and Thando Mgqolozana. Moderated by Victor Dlamini, this exceptional event was hosted by the former vice-chancellor of the University of Cape Town, Professor Njabulo Ndebele.
- Ariel Dorfman's schedule of activities in Cape Town leading to the Eighth Nelson Mandela Annual Lecture ended on Saturday, 24 July, with an exquisitely performed reading of his play, *Purgatorio* (2005), by South African actors Morné Visser and Mbali Kgosidintsi at the Flipside at the Baxter Theatre. Claire Stopford directed the pair, who performed after just a few days of rehearsal.
- The speaker held two main events at Fort Hare University; a conversation with students and an evening activity hosted by the vice-chancellor with members of the faculty.
- Ariel Dorfman joined Nobel Literature Laureate Nadine Gordimer, renowned Zimbabwean-born writer Elinor Sisulu, and poet and former political activist Mongane Wally Serote at Freedom Park, Tshwane, in a discussion on the role of art in consolidating democracy and fighting oppression.

- The Nelson Mandela Foundation hosted an evening with Ariel Dorfman at which invited guests, including stakeholders and staff, watched the documentary *A Promise to the Dead: The Exile Journey of Ariel Dorfman*.
- As part of his Mandela Day commitments, Ariel Dorfman read to schoolchildren at Bertram's Primary School in Johannesburg. He used the reading as an opportunity to encourage the Grade 1-4 learners to read and to start writing.
- *In Conversations with Ariel Dorfman* was hosted in partnership with the University of the Witwatersrand (Wits) School of Drama and the Market Theatre. John Kani read from *Nothing but the Truth* and Wits Drama students performed Dorfman's play *Delirium*. This was followed by a facilitated discussion between Dorfman, Kani and Gordimer.

The Nelson Mandela Community Dialogues Social Cohesion Community Dialogues

The Nelson Mandela Foundation hosted a two-day seminar to wrap up its two-year community conversation programme to promote social cohesion. The seminar, which was held at the Protea Hotel Parktonian in Braamfontein, was an opportunity for the Foundation, community conversation facilitators, government, civil society and other stakeholders to discuss the outcomes and the lessons learnt from the pilot programme.

Key Highlights:

- Pending completion of the research reports and case studies, all the objectives of the pilot programme were met. The programme:
- Successfully strengthened organisational capacity by empowering operational partners to implement dialogues in their own operational areas.
 - Significantly contributed to an understanding of the underlying factors fuelling violence and an awareness of alternatives to violence, enabling some communities to initiate a new journey

The Nelson Mandela Foundation hosted a two-day consultative forum at Cedar Park Hotel and Conference Centre in Woodmead in November 2010 to reflect on the two-year HIV/AIDS community conversations programme.



*Above: A dialogue in progress
Below: HIV/AIDS dialogue at Cedar Park*



towards collective action and improved relations.

HIV/AIDS Community Dialogues

The Nelson Mandela Foundation hosted a two-day consultative forum at Cedar Park Hotel and Conference Centre in Woodmead in November 2010 to reflect on the two-year HIV/AIDS community conversations programme. The Foundation completed the third and final year of the HIV/AIDS community conversations programme with a series of World AIDS Day dialogues in December 2010. The South African theme was "I am responsible. We are responsible.

South Africa is taking responsibility". The Foundation commemorated the day by hosting community conversations in all nine provinces. As part of national commemorations, the Foundation also partnered with the Department of Social Development to host the ministerial dialogue held at the Princess Mkabayi Children's Home on 2 December 2010. Social Development Minister Bathabile Dlamini, KwaZulu-Natal Social Development MEC Meshack Radebe and other dignitaries gathered to listen to community members and engage with them on issues relating to HIV/AIDS, as community-led responses are more likely to be adopted and owned. A few highlights from the 11 sites:

- Limpopo, Khakhala Village – a total of 710 individuals attended the community conversations. In addition, there was an increase in HIV testing and in a period of two months 241 individuals had been tested.

- North West, Lerome – gender inequality dominated the conversations that were attended by 655 individuals.
- Free State, Thabanchu – a total of 760 individuals attended the community conversation on alcohol abuse and rape.
- Northern Cape, Galeshewe – in this area communities are dealing with the challenges of teenage pregnancies and alcohol abuse. A total of 925 individuals attended the community conversations.
- Gauteng, Kliptown – the community has initiated schools outreach initiatives and 40 people had been tested for HIV.
- Gauteng, Soshanguve – support groups had been initiated in schools in partnership with the South African National Council on Alcoholism (SANCA) to deal with the increasing scourge of substance abuse.
- Mpumalanga, Mhluzi – the local municipality partnered with the community to deal with human rights abuse issues and to introduce initiatives to support dialogues in families.
- KwaZulu-Natal, Kwa Makutha – the community is addressing service delivery concerns with both the police station and local clinic. A youth initiative was launched with funding from the provincial Department of Social Development to address the growing threat of Woonga – the drug consisting of a mix of rat poison and ARV medicine.
- Eastern Cape, Ngangelizwe – communities had started to come to terms with, and find solutions for the high levels of poverty and unemployment.



Social cohesion dialogue, Diepsloot



*Social Cohesion Consultative Forum,
Nelson Mandela Foundation dialogue facilitators*

- Eastern Cape, Emantlaneni Village, Lusikisiki – this community has seen improved relations with the South African Police Service (SAPS) and local clinic. Improvements are seen in dealing with rape and violence, and in preventing “stockouts” of ARVs.

The Future of Community Dialogues – 2011 and Beyond

The Social Cohesion and HIV dialogues were successfully completed and achievements in this regard are reflected in a series of key deliverables. However, most importantly, these dialogues have been handed over to key partners in civil society and government. The Social Cohesion community dialogues were handed over to the NGOs, which partnered with the Foundation during the programme’s two-year implementation. The HIV/AIDS community dialogues have a structured capacity-building programme that trains participants from NGOs and government to take over full implementation of this programme from 2011 onwards. Partners in this phase include donors such as GTZ (an agency of the German government); the South African National Aids Council (SANAC); the Department of Social Development; and national and provincial NGOs that will be selected for training through a transparent public participation process.

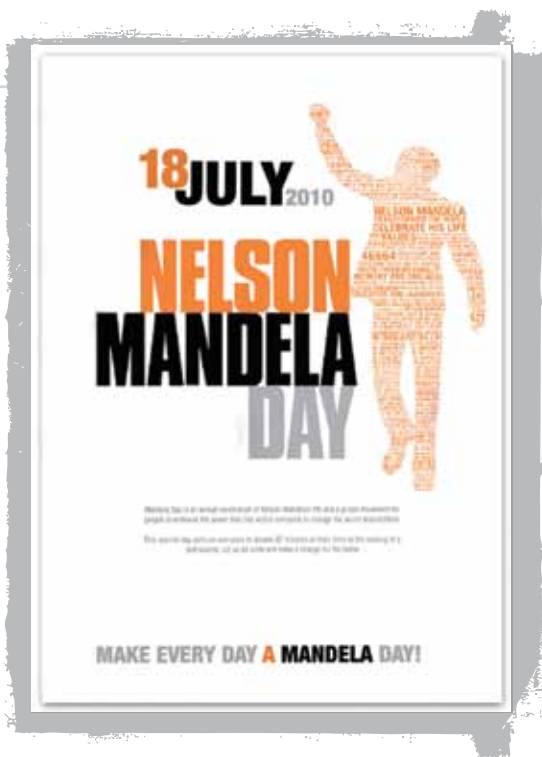
Conclusion

In conclusion, the final phase culminated in the consolidation of the Memory and Dialogue programmes into the Nelson Mandela Centre of Memory with dialogue as its outreach arm. This consolidation will ensure that the Nelson Mandela Centre of Memory continues to strive towards its vision – to contribute to the making of a just society by promoting the vision, values and work of its Founder and convening dialogue for social participation. Despite challenges, the Dialogue Programme was able to achieve the stated objectives of the consolidation phase, especially that the Nelson Mandela Foundation is positioned and recognised as a best-practice site of excellence within the global dialogue community. At least nationally, the Foundation’s dialogues have now been adopted by both the Department of Social Development and SANAC, with the latter considering the dialogues as the methodology of choice in community-led responses to critical social issues. The Mandela Day campaign has created the platform to ensure that the Foundation and the Founder’s legacy remain entrenched within communities both locally and globally.

This consolidation will ensure that the Nelson Mandela Centre of Memory continues to strive towards its vision – to contribute to the making of a just society by promoting the vision, values and work of its Founder and convening dialogue for social participation.

Sibongile Ngema performing at the Eighth Nelson Mandela Annual Lecture





MANDELA DAY REPORT 2010

In July every year, people are asked to donate at least 67 minutes of their time in service to their communities. Sixty-seven minutes is a symbolic number, representing the number of years Mr Mandela was actively involved in political work.

Mandela Day serves as a catalyst for people around the world to realise that each and every one of them has the ability to change the world through small actions. Since the launch of Mandela Day, the global response to the annual campaign has exceeded all expectations.

The Nelson Mandela Foundation and 46664, in association with the other sister organisations, have called for Mandela Day on 18 July to be recognised as an annual international day of humanitarian action in celebration of Mr Mandela's life and legacy. After the success of this first Mandela Day, the United Nations adopted it as a day for global humanitarian action, calling it

Nelson Mandela International Day. The date 18 July, 2010, marked Mr Mandela's 92nd birthday and the inaugural Nelson Mandela International Day. Mandela Day 2010 succeeded in strongly rooting Mandela Day as a movement of good in South Africa and has significantly expanded Mandela Day as a movement of good globally.

Participation was widespread and we have determined that, in South Africa, approximately 800 000 people received direct benefit. These figures relate only to organised events; they do not include the numerous individual and family events and activities.

Stakeholders from different sectors participated and made a substantial contribution to Mandela Day. Most of the large companies in South Africa turned Mandela Day into a major initiative. In addition, more than 20 of the top companies involved in employee volunteer schemes undertook Mandela Day initiatives – integrating Mandela Day into ongoing actions of good and boosting positive social action already underway. Despite the fears that the 2010 Fifa Soccer



Children in Manila celebrating Mandela Day. Ninety-two children took part in an event organised by the South African Embassy in Manila

World Cup would divert attention from Mandela Day, media coverage was extensive. In the days leading up to 18 July, there was at times hourly reference to Mandela Day in the South African media. The SABC excelled in its support of the campaign, and certain newspapers adopted Mandela Day as a special focus.

Mandela Day activities were undertaken by the most diverse range of people, ranging from President Jacob Zuma in Mvezo and Morgan Freeman building a fence at an AIDS centre in Khayelitsha, to women's associations preparing meals for the needy and school children donating bread and preparing sandwiches for a local soup kitchen.

National government led by ministers, and provincial government led by MECs, undertook a wide range of actions, with a focus on special initiatives to deliver government services on a weekend or to outlying areas. Other initiatives entailed community service implementation jointly with community members. This was especially the case with local government where councillors and officials in all provinces undertook community service.

In addition some public servants visited homes or undertook a community activity together with the local community; organisations educated children about the dangers of drugs; and there were also initiatives by ordinary South Africans who each spent their 67 minutes tutoring learners in disadvantaged communities, or planting vegetable gardens.

Internationally, Mandela Day was marked by awareness-raising events in centres such as New York, Madrid and London, as well as

untold numbers of people everywhere each giving 67 minutes of their time to make the world a better place for all.

For the Foundation, it was particularly gratifying to see the huge number of **individuals** who took the initiative and time to contribute to communities and charities in a meaningful way; this expressed the essence of Mandela Day.

Some examples of the Mandela Day events were:

- A group of 20 motorbike riders and a support team of about 20 more people, including Morgan Freeman, left from the Nelson Mandela Foundation offices on 11 July and arrived in Cape Town on 18 July, after taking part in nine community activities in three provinces. One of the main objectives of the ride was to demonstrate the simplicity of implementing the Mandela Day campaign. The activities ranged from chopping vegetables and playing soccer with orphans, to building a fence and levelling an access road.
- Khaya FM launched its commitment to broadcast two messages every day for 67 years which will focus purely on Nelson Mandela and his values. They handed a framed broadcast schedule from 18 July 2010 to 18 July 2077 to the Foundation.

In a day-long initiative co-ordinated by a staff member in the Dialogue Programme, a community group visited the Hope Orphanage Home in Kwa-Thema to clean, paint and tend to the garden. This home houses 18 children affected by HIV and AIDS and those who are homeless. It also caters for 15 other children who visit the home daily for food before going to school.

- The NGO Equal Education mobilised 100 people to work in its Bookery, a centre that collects, covers and catalogues books for schools that are starting libraries.
- In a day-long initiative co-ordinated by a staff member in the Dialogue Programme, a community group visited the Hope Orphanage Home in Kwa-Thema to clean, paint and tend to the garden. This home houses 18 children affected by HIV and AIDS and who are homeless. It also caters for 15 other children who visit the home daily for food before going to school.
- Ninety-two children from two of Mr Mandela's childhood villages in the Transkei travelled to Johannesburg on 17 July to wish him happy birthday. The children, 67 from Mr Mandela's birthplace of Mvezo, and 25 from the village of Qunu, where he moved to later in his childhood, met him at his Houghton home.
- In an example of provincial activity, Limpopo Premier Cassel Mathale, his cabinet, tribal chiefs and celebrities built 67 houses for indigent families on Mandela Day in the GaMolepo area.
- Uitenhage residents and a local politician, Sithonga Mzinzi, embarked on an anti-xenophobic solidarity walk to several stores owned by foreign nationals in Langa. The Mandela Day walk came in the wake of fears of renewed outbreaks of xenophobic violence following the horrific attacks in 2008. About 250 residents joined the walk to Somali shop owners in the township to assure them of their safety.

In other Mandela Day 2010 activities members of the public engaged in the following activities:

- Staffed a call centre at a Community Policing Forum (CPF) and engaged in fundraising for the CPF.
- Read stories to young schoolchildren.
- Hosted a free performance for children in need at a top performing circus.
- Donated blood.
- Visited a Salvation Army rehabilitation centre and handed out clothes.
- Provided food, and gave it to a soup kitchen.
- Donated evening wear to a children's home so that learners could take part in a matric ball.



A child enjoying a Mandela Day activity in Tshepong Centre in Katlehong



At the media launch of Mandela Day, journalists got involved and helped feed the children at the Tshepong Centre in Katlehong

- Prepared food, provided assistance with homework, and created a vegetable garden.
- Engaged in various activities at children's homes including painting, tending to gardens, donating various articles, and playing with the children.
- Worked, interacted and engaged at various informal settlements.
- Cleaned up the environment in communities, as well as at institutions within communities such as schools.
- Beautified, erected or repaired infrastructure, e.g. built new classrooms for schools, fixed leaks, painted, replaced doors and windows, etc.

Members of the public donated evening wear to a children's home so that learners could take part in a matric ball.

- Provided soccer kits, boots, sports shoes and other related donations, including, in one case, the delivery of 201 soccer balls to children in informal settlements.
- Generally helped others in non-material ways including counselling, information sessions at community level, technical workshops for youth, career guidance and spiritual support to people in hospitals.

The Department of International Relations and Cooperation once again ensured that the message reached global audiences; it supported the efforts of South Africa's foreign missions to mark Mandela Day.

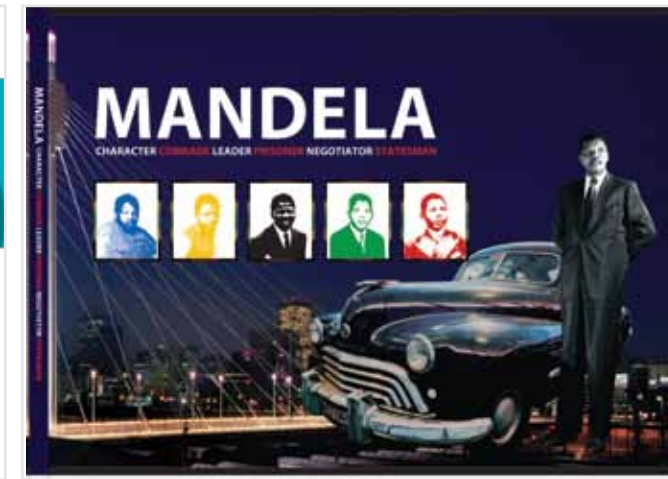
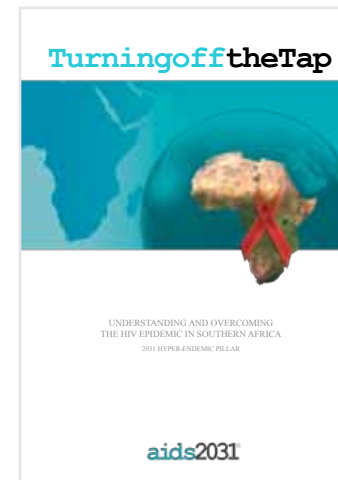
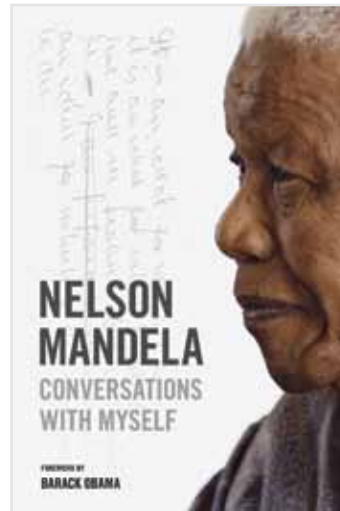
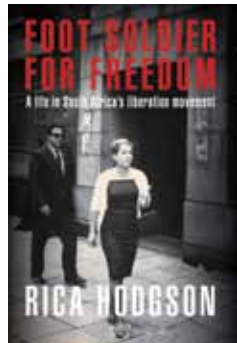
In addition to the plenary session at the United Nations on 16 July, the UN in numerous countries marked Mandela Day with the screening of *Invictus*, panel discussions and exhibitions; while the South African office undertook a staff visit to do 67 minutes of service at the Tebogo Home in Orange Farm.

The Nelson Mandela Foundation and its sister charities would like to thank the South African government, the United Nations General Assembly, civil society, corporations and all individuals who participated in making the inaugural Nelson Mandela International Day a success.



This cake, donated by the SABC, was shared with the children at the Itumeleng Shelter in Tshwane

PUBLICATIONS



The Centre of Memory worked on a range of publications during the report period:

Nelson Mandela:

Conversations with Myself

This book was published worldwide in more than 20 languages and in collaboration with over 20 publishers. By the end of the report period it had secured best-seller status in South Africa (where it was the best-selling non-fiction publication for several months) and a number of other countries.

Foot Soldier for Freedom: A Life in South Africa's Liberation Movement

(Published by Picador Africa, July 2010) The Foundation played an important role in this autobiography of Rica Hodgson.

HIV/AIDS Community Conversations Booklet

This is the second in a series of HIV/AIDS community conversations booklets aimed

at documenting the progress made through community conversations in South Africa in 2009/10. The aim is to share the lessons learnt and encourage others to consider the methodology, and perhaps adapt it to their own local conditions. The booklet also shares some invaluable personal reflections by those who participated in the process. In addition a 30-minute documentary was produced at the request of the funder GTZ.

Social Cohesion Booklet

The Foundation released a second booklet capturing the two-year-long Social Cohesion community conversations. It includes speeches by two former deputy ministers, Malusi Gigaba of the Department of Home Affairs and Fikile Mbalula of the Department of Police. This full-colour publication also includes a report-back on a two-day high-level seminar on social cohesion, held at the Protea Hotel Parktonian in Johannesburg in November 2010. Attended by

Foundation staff, community conversation facilitators, government and civil society representatives and other relevant stakeholders, the seminar was staged to assess and discuss the outcomes of the programme. In addition, a series of four detailed case studies were produced, highlighting key findings of the two-year programme.

AIDS2031 Booklet: Turning off the Tap: Understanding and Overcoming the HIV Epidemic in Southern Africa

This booklet was published by the Nelson Mandela Foundation, in partnership with its AIDS2031 hyper-endemic co-chairs, the University of KwaZulu-Natal and the Joaquim Chissano Foundation. The booklet examines whether the severity of the HIV/AIDS epidemic in the region is mere coincidence, or whether the so-called hyper-endemic countries share certain features that make their populations vulnerable to HIV/AIDS.

A catalogue of the *Mandela* exhibition published in partnership with the Apartheid Museum and the Nelson Mandela Museum (Mthatha).

Considerable work was done on the following two books, both of them in advanced stages of completion: an authorised collection of Nelson Mandela quotes (PQ Blackwell), and *Ukutha Kwavekhaya*, a book by Xoliswa Ndoziya, Mr Mandela's cook since 1992.

Nelson Mandela: The Authorised Comic Book

(first published in South Africa with Jonathan Ball Publishers in 2008) received the 2010 Best Book for Older Readers award at the 2010 Children's Africana Book Awards (USA).

RESOURCE MOBILISATION

Ongoing partnerships with a range of different donors are critical in ensuring that the Nelson Mandela Foundation (NMF) is able to deliver on its organisational mandate. Each contribution received ensures that the NMF is able to continue its work into the future, and every donation made, regardless of size, is appreciated by the organisation.

Fundraising within the NMF raises support in two main areas: undesignated contributions support the sustainability fund of the NMF and designated or programmatic funding supports the implementation of the Nelson Mandela Centre of Memory.

The Foundation's objective is to secure multi-year partnerships that allow it to extend its programme planning horizons.

Support During the 2010/11 Financial Year:

During the year under review, the NMF raised:

- 58% of its income from international foundations. This included donations from Friends of the Nelson Mandela Foundation (FNMF), Google, and the Swedish Post Code Lottery;
- 17% from corporates;
- 8% from bi-lateral agencies including the Belgium Embassy, DFID, and GTZ; and
- 7% from individuals.

The NMF also received some income from royalties. Royalties are attained from publication projects implemented by the Centre of Memory.

Major Programmatic Supporters:

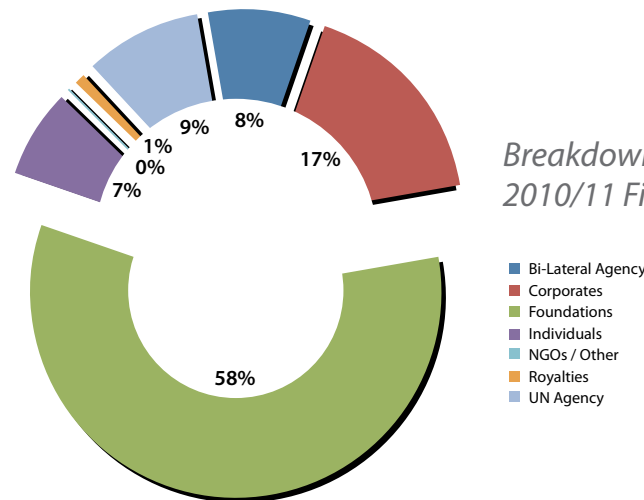
During the report period, major programmatic supporters have included, in alphabetical order:

- The Belgium Embassy;
- The Department for International Development (DFID) through UKAID;
- Friends of the Nelson Mandela Foundation (US);
- GTZ;
- Google through the Tides Foundation;
- SAP Southern Africa Limited (SAP);
- The Spar Inland Guild;
- The Swedish Post Code Lottery; and
- The Vodacom Foundation.

Sustainability Fund:

The Nelson Mandela Centre of Memory has initiated programmes and hosted dialogues that sought to bridge gaps between people of different races, ideological viewpoints, cultures and traditions. It is our intention to stay true to our Founder's ethos and legacy, and continue with this inclusive approach. To achieve this, we need to secure the Centre's financial independence, hence the creation of the Sustainability Fund.

Fundraising activities to build the Sustainability Fund are strategically directed by the NMF's Resource Mobilisation and Investment Committees, sub-committees of the Board of Trustees.



Breakdown of Percentage Support during 2010/11 Financial Year

These committees consist of people with extensive business and investment expertise. The Sustainability Fund is held in trust, and the capital is only accessible for short-term operational needs in exceptional circumstances. This requires the approval of the Board of Trustees. To date, the NMF has succeeded in building its sustainability funds to R120 million, or 24% of the overall target.

An important campaign within the Sustainability Fundraising efforts is the Nelson Mandela Legacy Champion mechanism. The Nelson Mandela Foundation Legacy Champions are a select circle of donors who each contribute a minimum of R5 million (or the international equivalent) to the Sustainability Fund. The founding members of this circle are former US President Bill Clinton, South African business people, Tokyo Sexwale and Patrice Motsepe; and David Rockefeller with his daughter, Peggy Dulany. Legacy Champions receive personalised certificates of recognition, have their names permanently inscribed in the NMF's foyer, and have priority VIP access to all NMF events. To retain its exclusivity, the circle's membership will be limited to a maximum of 20.

Sustainability Fund Contributions:

Significant undesignated contributions supporting the Sustainability Fund throughout the report period, in alphabetical order, were received from:

- Anglo Platinum Limited;
- Arcelormittal;
- The Asan Foundation;
- Associazione Palasport Di Firenze;

- Brighten Technologies LLC;
- Convergence Partners;
- Mr Chung Mong-Joon;
- Deviant Ventures LLC;
- Earth Aid Society;
- E.I.M SA;
- Emperors Palace;
- Mr Florival Luis Mucave;
- Frame Leisure Trading;
- Mrs Judy Sexwale;
- Kaya FM;
- Mr Mark Read;
- Macrocosm Service and Solutions;
- Mint of Norway;
- Netcare Healthcare Holdings LTD;
- Nu Metro Films;
- Percy Fox Foundation;
- Mr Rojje Kisten;
- Relais & Chateaux;
- Sasol Oil;
- Standard Chartered Bank;
- Tartufo;
- Volkswagen; and
- Warner Bros.

The Foundation thanks each of its donors for making their mark, in supporting the ongoing work of the organisation. A full list of donors is provided on page 47 of this report.



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 (CEO), 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 a non-executive director of Naspers. He is non-executive chair of Aurecon, Brimstone Investment Corporation, Life Healthcare and Media24. He chairs the Boards of Trustees of the Nelson Mandela Foundation, the Mandela Rhodes Foundation, the Allan Gray Orbis Foundation and is vice-chair of the Peace Parks Foundation.

Ahmed Kathrada

Ahmed Kathrada is a veteran anti-apartheid activist who was jailed for life on 12 June 1964 with Mr 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.

Kathrada was chairperson of the Robben Island Museum Council from its inception until his term expired in

2006. The author of five books, Kathrada is also the recipient of four honorary doctorates and Isithwalandwe, the highest award the African National Congress can bestow on an individual. He established the Ahmed Kathrada Foundation in 2008.

Chris Liebenberg

Chris Liebenberg is a banker and former minister of finance in Mr Mandela's Government of National Unity, appointed in 1994. He was the chief executive officer and chairperson of the Nedcor Group. He is also a member of the Advisory Board for the Nelson Mandela Children's Fund, a trustee of the Foundation and a non-executive member of the Macsteel Group of companies.

Liebenberg's 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.

Irene Menell

Irene Menell is actively involved in a number of public benefit organisations and serves on the Boards of the Nelson Mandela Children's Fund, the Nelson Mandela Foundation, 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 the Independent Communications Authority of South Africa, as well as the University of Cape Town 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.

Kgalema Motlanthe

Kgalema Motlanthe is the deputy president of the Republic of South Africa. He is a former minister in the Presidency. He served as president of South Africa from September 2008 to May 2009.

He was recruited into Umkhonto we Sizwe in the 1970s. He formed part of a unit to recruit comrades for military training. In 1976 he was arrested for furthering the aims of the ANC and was kept in detention for 11 months at John Vorster Square in central Johannesburg. In 1977 he was found guilty on three charges under the Terrorism Act and sentenced to an effective 10 years' imprisonment on Robben Island. After his release in 1987 he was tasked with strengthening the 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 ANC in 1997 and was re-elected in 2002. In December 2007 he was elected ANC deputy president at its 52nd National Conference in Polokwane. Motlanthe is a trustee on the Board of the Nelson Mandela Foundation.

Futhi Mtoba

Futhi Mtoba is chairperson of Deloitte Southern Africa. She joined the firm in 1988 and rose up the ranks to become the first black female partner and subsequent chairperson at Deloitte Southern Africa. She is also the past president of the Association for the Advancement of Black Accountants of Southern Africa, a body dedicated to nurturing emerging black accountants.

She serves as chair of Council at the University of Pretoria and as a Board member on the Allan Gray Orbis Foundation; a trustee on the Board of the Nelson Mandela Foundation; a Board member of the United Nations Global Compact; and chair and a trustee of the WDB Trust. In June 2009 she was appointed by Business Unity South Africa (BUSA) as chairperson of the National Anti-Corruption Forum and in May 2010, Mtoba was appointed president of BUSA. She has won multiple awards, including the 2004 Business Woman of the Year – Nedbank and Business Women's Association; the 2005 Organisation of Women in International Trade USA's International Woman of the Year; and the TuksAlumni Laureate Award 2008.

Prof Njabulo Ndebele

Njabulo Ndebele is the immediate past vice-chancellor of the University of Cape Town. He was 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 University of Cape Town Fellow and Honorary Fellow of Churchill College, Cambridge.

Dr Mamphela Ramphele

Mamphela Ramphele is the executive chair of Letsema Circle, a Cape Town-based specialist transformation advisory company for both the public and private sectors.

Ramphele 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 between 2004 and 2005. Prior to joining the World Bank, Ramphele 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.

Ramphele 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 people throughout South Africa.

Tokyo Sexwale

Tokyo Sexwale is the minister of human settlements in the South African government and founder of Mvelaphanda Holdings (Pty) Ltd – a mining and energy house, with other strategic investments in hotels, transportation, telecommunications, property, construction, health, banking, media and financial services. He is 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. Sexwale is a trustee and founder of the Sexwale Family Foundation. He is also a trustee of the Nelson Mandela Foundation, and the Desmond Tutu Peace Trust. He has received several doctorates from international universities, and awards such as the Légion d'honneur and is a member of the Brookings Institution International Advisory Council. He is the director of the philanthropic organisation Synergos. He is the chairperson of the loveLife Advisory Board and a member of the Fifa Committee for Fair Play and Social Responsibility.



STAFF OF THE NELSON MANDELA FOUNDATION



ETHEL ARENDS
Records Management Specialist



DUDU BUTHELEZI
Office Aide



ACHMAT DANGOR
Chief Executive



LEE DAVIES
Database Administrator



MOTHOMANG DIAHO
Head: Dialogue Programme



JOE DITABO
Property Administrator



FLORENCE GARISHE
Receptionist



YASE GODLO
*Project Coordinator:
Dialogue Programme*



VERNE HARRIS
Head: Memory Programme



SELLO HATANG
*Manager: Information and
Communication*



HEATHER HENRIQUES
*Manager: Intellectual Property
and Governance*



COLETTE KELLY
Management Accountant



ZELDA LA GRANGE
Head: Founder's Office



MOLLY LOATE
*Dialogue Programme
Administrator*



SAM MADIMETJA (1944 – 2011)
Property Assistant



JACKIE MAGGOTT
*Support Officer:
Memory Programme*



KERILENG MARUMO
Finance Administrator



THOKO MAVUSO
Liaison Officer: CEO's Office



PETER MOITSE
Manager: HR



BUSHY MPHAHLELE
Head: Support Services



VIMLA NAIDOO
PA: Founder's Office



KATHY NDEBELE
Project Coordinator: ICT



ELINA NDLOVU
Office Aide



CLAUDIA PALM
*Resource Mobilisation
Administrator*



LUTHANDO PETER
Assistant: HR



BONISWA NYATI
Resource Centre Administrator



LUCIA RAADSCHELDERS
Archivist



RUTH RENSBURG
Manager: Resource Development



ZANELE RIBA
Archivist



RAZIA SALEH
Senior Archivist



BUYI SISHUBA
PA: Chief Executive



MARETHA SLABBERT
PA: Founder's Office



SAHM VENTER
Senior Researcher



NAOMI WARREN
*Project Manager: Dialogue
Programme*



DENISE WILLIAMS
Bookkeeper

SUMMARISED CONSOLIDATED FINANCIAL STATEMENTS



NELSON MANDELA CENTRE OF MEMORY

At the Nelson Mandela Foundation

Living the legacy

The summarised financial statements have been extracted from the audited financial statements of the Trust.

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

SUMMARISED CONSOLIDATED STATEMENT

OF FINANCIAL POSITION AT 28 FEBRUARY 2011

	Group		Trust	
	2011 R	2010 R	2011 R	2010 R
ASSETS				
NON-CURRENT ASSETS	67 501 541	52 975 858	69 594 652	54 773 947
Property, plant and equipment	19 386 214	17 392 388	6 950 800	4 662 520
Intangible assets	505 829	334 169	505 829	334 169
Investment in subsidiary	-	-	14 537 058	14 537 058
Available-for-sale financial assets	47 600 965	35 240 200	47 600 965	35 240 200
Prepaid rent for land	8 533	9 101	-	-
CURRENT ASSETS	159 941 137	153 604 011	159 905 918	153 568 792
Receivables and prepayments	3 823 381	565 737	3 823 381	565 737
Cash and cash equivalents	156 082 537	153 003 055	156 082 537	153 003 055
Prepaid rent for land	569	569	-	-
Deposit	34 650	34 650	-	-
TOTAL ASSETS	227 442 678	206 579 869	229 500 570	208 342 739
CONTRIBUTION, RESERVES AND LIABILITIES				
CONTRIBUTION AND RESERVES	203 392 857	168 796 070	205 450 749	170 558 940
Contribution	1 000	1 000	1 000	1 000
Accumulated reserves	203 391 857	168 795 070	205 449 749	170 557 940
NON-CURRENT LIABILITIES				
Finance lease liabilities	1 669 981	441 063	1 669 981	441 063
CURRENT LIABILITIES	22 379 840	37 342 736	22 379 840	37 342 736
Trade and other payables	3 784 849	7 260 320	3 784 849	7 260 320
Provision for restructuring	1 822 375	-	1 822 375	-
Income tax	555 421	-	555 421	-
Deferred revenue	16 217 195	30 082 416	16 217 195	30 082 416
TOTAL CONTRIBUTION, RESERVES AND LIABILITIES	227 442 678	206 579 869	229 500 570	208 342 739

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

SUMMARISED CONSOLIDATED STATEMENT

OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 28 FEBRUARY 2011

	Group		Trust	
	2011 R	2010 R	2011 R	2010 R
INCOME	64 100 487	55 780 105	64 100 487	55 780 105
Grant income	63 658 000	55 700 748	63 658 000	55 700 748
Designated grants	50 181 014	50 587 454	50 181 014	50 587 454
Other donations	13 476 986	5 113 294	13 476 986	5 113 294
Dividend income	427 511	9 600	427 511	9 600
Other income	14 976	69 757	14 976	69 757
EXPENDITURE	(49 802 797)	(61 939 270)	(49 507 774)	(61 644 245)
Operating expenses	8 714 111	17 559 903	8 419 088	17 264 877
Project expenses	41 088 686	44 379 367	41 088 686	44 379 367
Net surplus/(deficit) before finance income	14 297 690	(6 159 165)	14 592 713	(5 864 140)
Finance income	8 929 011	9 451 311	8 929 011	9 451 311
Total finance income	9 723 230	11 823 435	9 723 230	11 823 435
Less: Finance income allocated to designated funds	(794 219)	(2 372 124)	(794 219)	(2 372 124)
Finance cost	(435 259)	(139 296)	(435 259)	(139 296)
Net surplus for the year before tax	22 791 442	3 152 850	23 086 465	3 447 875
Income tax expense	(555 421)	-	(555 421)	-
Net surplus for the year	22 236 021	3 152 850	22 531 044	3 447 875
Other comprehensive income	12 360 765	17 499 993	12 360 765	17 499 993
Fair-value adjustment-Available-for-sale financial assets	12 360 765	17 499 993	12 360 765	17 499 993
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	34 596 786	20 652 843	34 891 809	20 947 868

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

SUMMARISED CONSOLIDATED STATEMENT

OF CHANGES IN FUNDS FOR THE YEAR ENDED 28 FEBRUARY 2011

Group	Contribution R	Available- for-sale investments R	Accumulated funds R	Total R
Balance as at 1 March 2009	1 000	175 960	147 966 267	148 143 227
Other comprehensive income - Fair value adjustment	-	17 499 993	-	17 499 993
Net surplus for the year	-	-	3 152 850	3 152 850
Balance at 1 March 2010	1 000	17 675 953	151 119 117	168 796 070
Other comprehensive income - unbundling and fair value adjustment	-	12 360 765	-	12 360 765
Net surplus for the year	-	-	22 236 021	22 236 021
Balance at 28 February 2011	1 000	30 036 718	173 355 138	203 392 857
Trust				
Balance as at 1 March 2009	1 000	175 960	149 434 112	149 611 072
Other comprehensive income - fair value adjustment	-	17 499 993	-	17 499 993
Net surplus for the year	-	-	3 447 875	3 447 875
Balance at 1 March 2010	1 000	17 675 953	152 881 987	170 558 940
Other comprehensive income - unbundling and fair value adjustment	-	12 360 765	-	12 360 765
Net surplus for the year	-	-	22 531 044	22 531 044
Balance at 28 February 2011	1 000	30 036 718	175 413 031	205 450 749

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

SUMMARISED CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 28 FEBRUARY 2011

	Group		Trust	
	2011 R	2010 R	2011 R	2010 R
CASH FLOW FROM OPERATING ACTIVITIES				
Cash utilised by operating activities	(5 257 653)	(31 746 381)	(5 257 652)	(31 746 381)
Finance income	8 929 011	9 451 311	8 929 011	9 451 311
Finance cost	(435 259)	(139 296)	(435 259)	(139 296)
Dividends received	427 511	9 600	427 511	9 600
Net cash inflow/(outflow) from operating activities	3 663 610	(22 424 766)	3 663 611	(22 424 766)
CASH FLOW FROM INVESTING ACTIVITIES				
Acquisition of intangible assets	(364 558)	(394 483)	(364 558)	(394 483)
Acquisition of property, plant and equipment	(1 448 489)	(457 334)	(1 448 489)	(457 334)
Net cash outflow from investing activities	(1 813 047)	(851 817)	(1 813 047)	(851 817)
CASH FLOW FROM FINANCING ACTIVITIES				
Increase (decrease) in finance lease liabilities	1 228 919	(386 486)	1 228 919	(386 486)
Net cash inflow (outflow) from financing activities	1 228 919	(386 486)	1 228 919	(386 486)
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	3 079 481	(23 663 069)	3 079 482	(23 663 069)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	153 003 055	176 666 124	153 003 055	176 666 124
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	156 082 537	153 003 055	156 082 537	153 003 055

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

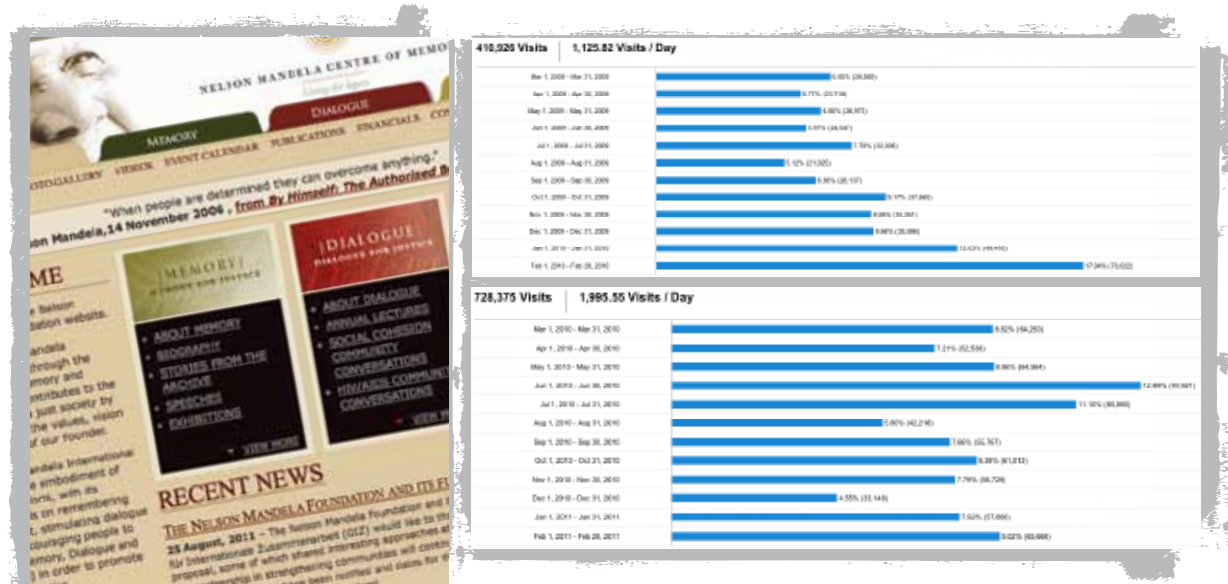
DONORS OF THE NELSON MANDELA FOUNDATION

*List of all monetary donors over the 2010/11
financial year in alphabetical order:*

ABSA Group Marketing
Addidas AG
African Romance
Alex Maraney
Alles Euke
Anglo Platinum Limited
Arcelormittal
Asan Foundation
Associazione Palasport Di Firenze
Belgium Embassy
Benjamin Kodisang
Bill Baker
Bing Dai
Brighten Technologies LLC
Brimstone Investments
Cape Town Opera
CEF (Pty) Ltd
Chris Latimer
Chung Mong-Joon
Convergence Partners
DBA Cardinal Hill Apartments LLC
Department For International
Development (DFID)
Deviant Ventures LLC
Dr Sheena Geness
E Oppenheimer & Son (Pty) Ltd
E.I.M (SA)
Earl Patton
Earth Aid Society

Emperors Palace
e.tv (Pty) Ltd
Florival Luis Mucave
Frame Leisure Trading
Friends of the Nelson Mandela Foundation
German Technical Co-operation
Google/Tides Foundation
His Excellency Mr Pablo Benavides
IFC Logistics (Pty) Ltd
Jankrin Investment Holdings (Pty) Ltd
JFC Ferreira & DJMP Valente T/A Fedatech
Jonathan Ball Publishers (Pty) Ltd
Judy Sexwale
Kagiso Trust Investments
Kaya FM
Kerry Elsdon
King Baudouin Foundation US
Kunene Bros. Holdings (Pty) Ltd
Lifecare holdings
Macrocosm Service & Solutions
Mark Read
Martin Waller
Matthew Paul Booth
Mecillah Business Solutions CC
Mint of Norway
Motheo Contraction Group (Pty) Ltd
Mvelaphanda Holdings
Mvela-serve
Neo Solutions (Pty) Ltd

Netcare Healthcare Holdings Ltd
New Faces New Voices
Nu Metro Films
Old Mutual Investment Group
Pearl Automotive (Pty) Ltd
Penguin South Africa
Percy Fox Foundation
PQ Blackwell LTD
Quickco Trading 045cc
Relais & Chateaux
Rojie Kisten
SAP Southern Africa Limited
Sasol Oil Proprietor Limited
Sekoko Resources
Shanduka Advisors
Sisi Dlamini
Spar Inland Guild
Standard Chartered Bank
Stefanie Phillips
Svenska Postkodstiftelsen
Synchronised Marketing & Event Agency
Tartufo
Tiger Management Services
United Nations Childrens Fund
Vodacom Foundation
Volkswagen of South Africa
Warner Bros
Xarra Books



Above: Visits during the 2009/10 financial year, Below: Visits during the 2010/11 financial year

ANNEXURE A: WEBSITE REPORT

The Nelson Mandela Foundation website, www.nelsonmandela.org, enjoyed strong growth in the financial year which ended 28 February, 2011.

Visitor numbers to the site increased from 410 926 visitors in the 2009/10 financial year (1 March, 2009 to 28 February, 2010) to 728 375 in the 2010/11 financial year (1 March, 2010 to 28 February, 2011), an increase of 77%. June 2010 was the site's busiest month ever, with more than 93 921 visitors to the site.

In addition, the number of pageviews in the past financial year increased by 60%, with 1 778 885 pageviews in the 2010/11 financial year, as compared with 1 108 062 during the 2009/10 financial year.

In the 2009/10 financial year, the site's best month in terms of traffic to the site was February 2010 with 70 022 visitors. The increase in traffic during this period can be attributed to the interest surrounding the commemoration of Mr Mandela's release from prison on 11 February, 1990, as well as 25 years since Mr Mandela's rejection of PW Botha's offer of conditional release on 10 February, 1985.

The site's lowest traffic month during this period was August 2009, with 21 025 visitors.

The average number of visitors to the site during the 2009/10 financial year was 34 241.

During the 2010/11 financial year, the best month for visits was June 2010, with 93 921 visitors. This was the busiest

month in the site's history. The lowest traffic month in this period was December 2010, with 33 148 visitors to the site.

The average number of visitors during the 2010/11 financial year was 60 698 per month.

In the 2009/10 and 2010/11 financial years the majority of visitors to the site came from the US, with 195 859 (26.89%) visitors arriving at the site in 2010/11 from the US, compared to 127 054 (30.92%) in 2009/10.

The best month for visits was June 2010, with 93 921 visitors. This was the busiest month in the site's history.

South Africa accounted for the second highest number of users in both years, with 118 819 (16.31%) in 2010/11 and 51 520 (17.3%) in 2009/10.

The UK accounts for the third highest number of visitors, with 73 129 (10.04%) visitors in 2010/11, compared to 43 951 (14.76%) in 2009/10, visiting the website.

During the 2010/11 financial year the majority of traffic, 71.93%, arrived at the website via search engines. Referring sites (links from other sites to the Foundation) accounted for 13.64% of traffic during this period, while 13.43% 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 Foundation website, in order, were:

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

Traffic arriving at the site after someone used the search term "Nelson Mandela", accounted for 39.65% of all traffic that came in via a search engine, while "Nelson Mandela Foundation", the next most popular search term, accounted for just 4.31% of traffic referred to the site.

The most popular news story during the 2010/11 financial year was "Nelson Mandela congratulates South Africa's athletics medal winners", recording 7 841 views during this period. This was followed by the "'Deepest fear" quote not Mr Mandela's' story, recording 4 984 views.

Approximately 150 news articles were published from March 2010 to February 2011.

O'Malley Site

(www.nelsonmandela.org/omalley)

Visitor numbers to the site increased from 18 644 visitors in the 2009/10 financial year (1 March, 2009 to 28 February, 2010) to 78 768 in the 2010/11 financial year (1 March, 2010 to 28 February, 2011), an increase of 322.48%.

The number of pageviews in the last financial year edged near the 200 000 mark, with 185 974 pageviews in the 2010/11 financial year, as compared with 45 742 during the 2009/10 financial year.

In the 2010/11 and 2009/10 financial years the majority of visitors to the site came from South Africa, with 29 901 (37.96%) of visitors arriving at the site in 2010/11, compared to 6 099 (32.71%) in 2009/10.

The US accounted for the second highest number of users in both years with 15 624 (19.84%) visitors in 2010/11 and 4 667 (25.03%) in 2009/10.

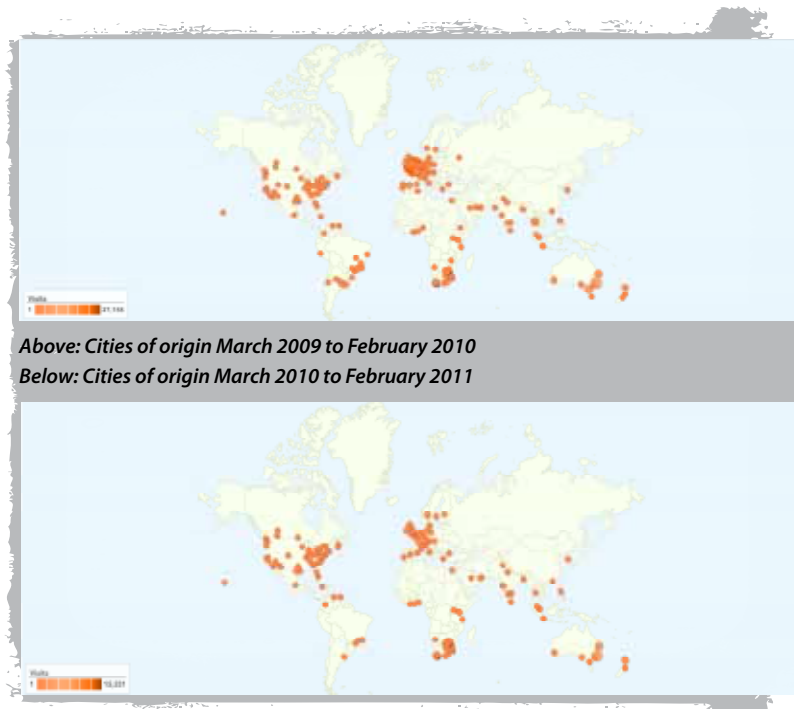
The UK accounts for the third highest number of visitors, with 7 209 (9.15%) in 2010/11, compared to 2 014 (10.80%) in 2009/10. April 2010 was the site's busiest month ever, with more than 8 886 visitors.

During the 2010/11 financial year the majority of traffic, 83.91%, arrived at the website via search engines. Referring sites accounted for 7.31% of traffic during this period, while 8.78% of traffic arrived at the site directly (i.e. someone typing www.nelsonmandela.org/omalley/ into his/her web browser).

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

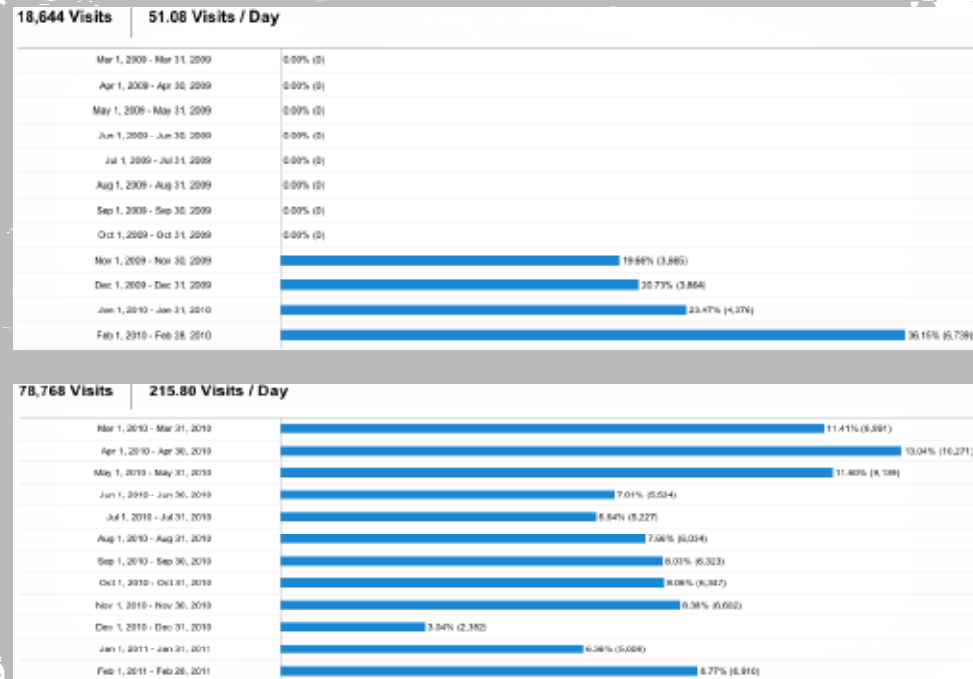
1. Nelson Mandela
2. Characteristics of developing countries
3. nelsonmandela.org
4. COSAS
5. Khoisan X

Traffic that arrived at the site after someone used the search term "Nelson Mandela" accounts for 1.75% of all traffic that arrived at the site via a search engine, while



“Characteristics of developing countries”, the next most popular search term, accounts for just 0.53% of traffic referred to the site.

The most popular pages on the O’Malley site during 2010/11 financial year were “The Heart of Hope”, recording 6 298 views during this period, and the O’Malley Archives, with 5 320 views recorded.



Above: Visits to the O’Malley site during the 2009/10 financial year and visits to the O’Malley site during the 2010/11 financial year

m.nelsonmandela.org

Visitor numbers to the mobile version of the Nelson Mandela site increased from 4 722 visitors in the 2009/10 financial year (March 1, 2009 to February 28, 2010) to 15 761 in the 2010/11 financial year (March 1, 2010 to February 28, 2011), an increase of 233.78%. July 2010 was the site’s busiest month ever, with more than 3 000 visitors.

Page	Pageviews ↓	Unique Pageviews	Avg. Time on Page
/index.php	422,703	313,686	00:01:24
/index.php/memory/views/biography/	188,112	168,876	00:04:38
/index.php/gallery/	64,833	29,697	00:00:28
/index.php/memory/	63,500	45,507	00:00:35
/index.php/foundation/	32,657	24,041	00:00:47
/index.php/fac/	31,401	24,808	00:03:22
/index.php/contact/	26,134	21,202	00:02:18
/index.php/dialogue/	26,056	20,023	00:00:37
/index.php/foundation/mandela-day/category/mandela_day_2010/	20,323	14,377	00:01:19
/index.php/memory/views/chronology/	18,891	16,240	00:04:43

Above: Popular content for the www.nelsonmandela.org website

Below: Popular content for the O’Malley website

Page Title	Pageviews ↓	Unique Pageviews	Avg. Time on Page
O'Malley - The Heart of Hope	6,298	3,734	00:00:38
Contents - The O'Malley Archives	5,320	4,331	00:01:03
Pre-Transition (1902-1980) - The O'Malley Archives	2,951	2,035	00:00:31
Documents and Reports - The O'Malley Archives	2,714	1,753	00:00:25
Transition (1990 - 1994) - The O'Malley Archives	2,239	1,366	00:00:31
O'Malley's political interviews - The O'Malley Archives	2,048	1,519	00:00:30
Characteristics of Developing Countries - The O'Malley Archives	1,645	1,494	00:04:00
Chronologies - The O'Malley Archives	1,605	1,101	00:00:17
General Information - The O'Malley Archives	1,468	1,100	00:00:36
The Apartheid State - The O'Malley Archives	1,424	1,002	00:00:26

The number of pageviews in the past financial year decreased to 6 255, compared with 8 134 pageviews during the 2009/10 financial year, representing a 23% decrease.

In the 2009/10 and 2010/11 financial years the majority of visitors to the site came from the US, with 4 652 visitors (29.56%) to the site in 2010/11, compared to 1 441 (30.52%) in 2009/10.

South Africa accounts for the second highest number of visitors to the mobile site with 1 518 (9.63%) in 2010/11, compared to 647 (13.70%) in 2009/10.

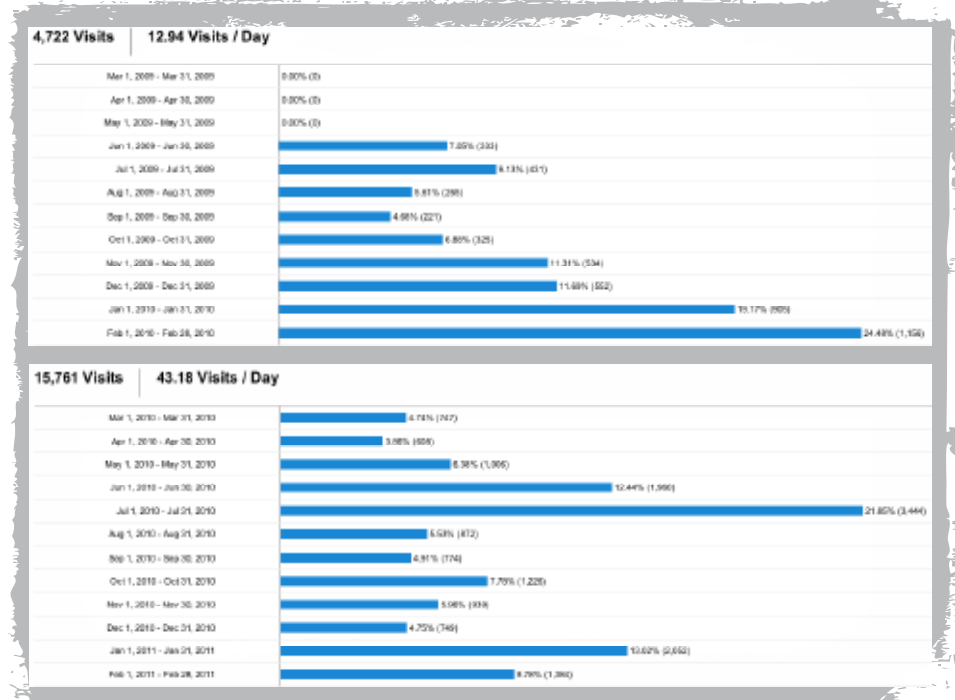
South Africa accounts for the second highest number of visitors to the mobile site with 1 518 (9.63%) in 2010/11, compared to 647 (13.70%) in 2009/10.

During the 2010/11 financial year the majority of traffic, 42.19%, arrived at the website via search engines. Referring sites accounted for 20.09% of traffic during this period, while 37.73% 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 Foundation (mobile version) website, in order, were:

1. nelson mandela
2. mandela
3. nelson mandela foundation
4. mandela foundation
5. nelsonmandela.org

Traffic arriving at the site after someone used the search term “Nelson Mandela” accounted for 49.51% of all traffic arriving at the site via a search engine, while “Mandela”, the next most popular search term, accounted for just 6.39% of traffic referred to the site.

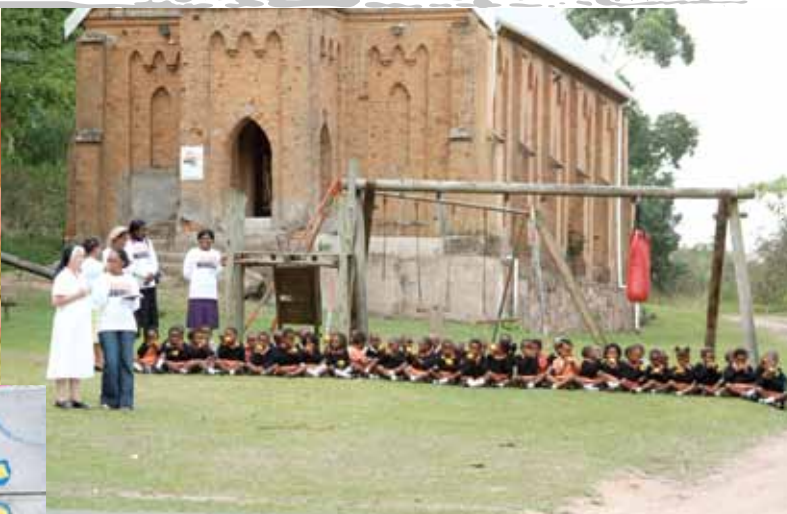


Above: Visits to m.nelsonmandela.org during the 2009/10 financial year

Below: Visits to m.nelsonmandela.org during the 2010/11 financial year

**NELSON
MANDELA
INTERNATIONAL**





NELSON MANDELA CHARITIES



NELSON MANDELA FOUNDATION ASSOCIATED INITIATIVES



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

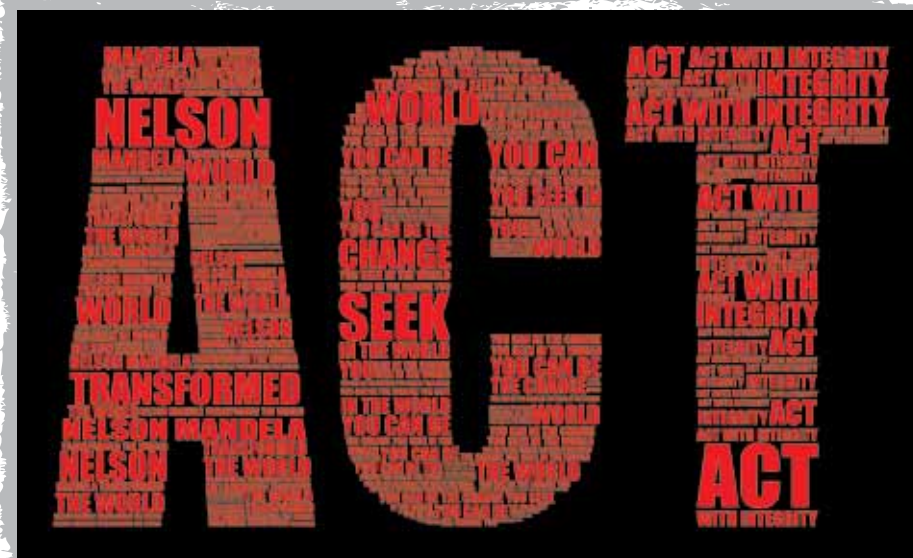
We deeply appreciate donations of any value and all donations are acknowledged. The different donor recognition mechanisms include:

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 / 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 International Day exhibition panel at Maponya Mall

2011 | NELSON MANDELA CENTRE OF MEMORY LAUNCHED

2008 | IT IS TIME FOR NEW HANDS TO LIFT THE BURDENS