



NELSON MANDELA  
FOUNDATION

*Living the legacy*

# ANNUAL REPORT

March 2019 - February 2020

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● NELSON MANDELA FOUNDATION | ANNUAL REPORT 2019/2020

"Covid-19 was about to change everything."

– Sello Hatang Chief Executive, Nelson Mandela Foundation

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

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Nelson Mandela Foundation



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COVER PHOTO: BENEFICIARY OF EACH ONE FEED ONE CAMPAIGN, QUNU



# ABOUT US

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

As Mandela's post-presidential office, it provided the base for his charitable work, covering a wide range of endeavours: from building schools to HIV/Aids work, from research into education in rural areas to peace and reconciliation interventions. Today the Foundation focuses on dialogue work, mobilising the memory and legacy of its founder, and developing its rich archival platform.

## VISION

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

## MISSION

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

## CORE WORK

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

## SPIRAL

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

## SLOGAN

Living the legacy.

# OUR INSTITUTIONAL VALUES

The following values serve as anchors for the organisation and our work. These values are woven into the fabric of the work of the Nelson Mandela Foundation.

## INTEGRITY

We are committed to being ethical, professional, reliable and authentic.

## PASSION

We care deeply about the world and the work we do in it. We aim to go the extra mile.

## RESPECT

We listen carefully, honour difference, and embrace inclusivity.

## SERVICE

Work for us is a calling. We strive for excellence in serving our publics. We work to build the world of Nelson Mandela's dreams.

## TRANSFORMATION

We are determined to fight injustice in all its forms. We are committed to continuing self-renewal. We welcome creativity.

## TRANSPARENCY

We believe in freedom of information. We strive to share information resources as widely as possible. We respect legitimate restrictions on access.

# MESSAGE FROM THE CHAIRMAN

Professor Njabulo Ndebele



Twelve months can change everything! The environment the Nelson Mandela Foundation entered at the beginning of the 2019-2020 financial year in March 2019 will be materially different from the one we will find ourselves in at the end of February 2021. COVID-19 and the world's response to it have drawn humanity to the brink of an epoch-changing moment of a kind rare in the span of global history. In the post-COVID world no country will simply return to its usual habits of behaviour. There is much to learn and unlearn.

To adjust successfully, peoples and countries around the world will need to be flexible of mind and sensibility; be creative and resourceful in their individual and collective actions. South Africans, in particular, already sense the imperative to question more deeply the social, economic, and political substance of what they have achieved as a constitutional democracy since 1994 when Nelson Mandela led them into a new world. What happened to the future that was envisioned at the time? The question strongly suggests that the post COVID-19 South Africa will not only be about fresh beginnings, but also about a serious reassessment of the consequences of what was done or not done.

COVID-19 has exposed graphically and radically both the reality and the consequences of, according to Thomas Piketty, historically entrenched 'regimes of inequality' that have shaped global economics and politics between nations and within nations. It has raised questions about economic, political, and social systems which tolerate as normal the annual loss of millions of people to starvation and preventable diseases, but which have now been exacerbated by COVID-19. Such tolerance is heavily implicated in the global threat of the pandemic. COVID-19 has made human beings feel equal in the face of shared vulnerability whatever social status they hold, and wherever they may be in the world. We realise more urgently that the earth is for us all to live in and to share our struggles and successes. Identities have become a lot less concrete and far more porous and elastic.

Some implications of this scenario are: global governance institutions such as the United Nations will need to be reformed significantly and made more democratic. The continued veto powers of some nations make little sense in the light of significant global demographic and power shifts. Equally so, the management of the global economy should no longer be the preserve of 'super powers' where even the

reality of what it means to be a 'super power' no longer enjoys credence. Equally so, social justice issues must be allowed to influence significant constitutional, economic, educational, public health, social, and cultural transformations within both regional and nation-state settings. Whatever it is that will be known as the 'new normal' will be difficult to visualise fully outside of this kind of evolution in systemic perspective.

Governments will continue to have a vital role to play in achieving social justice within the nation-state, as opposed to the neo-liberal view that tends towards imposing severe limitations on the developmental role of government in a democracy, particularly in so-called emerging economies. In the South African context President Ramaphosa and his government have stepped up to the plate, both in providing leadership and in mobilising structures of the state to do what needs to be done at such a time, and hopefully beyond it. Concerted and focussed government intervention is indeed possible and even necessary in a historic crisis of this nature. The challenge is how to sustain such behaviour beyond the threat of a pandemic in such a way that a high standard is set for the new norm.



## Madiba's legacy is a fundamentally important legacy

*"Madiba's legacy is a fundamentally important legacy. Not as the president, not as the leader of the ANC, not as a political prisoner, but as an all-encompassing human being who understood that history is shaped by people and so part of what you have here are records that do not appear anywhere. When you look inside the exhibition and see that on those desk calendars, Madiba recorded his doctor's appointments, recorded on there what the statistics were that the doctors gave him, where there were prescriptions what the medicines were. Madiba has planned every step along the way."*

- Trevor Manuel, at the launch of *Mandela: My Life* Exhibition

The public health system, a particular focus of the moment, must at the very least, be universally functional. The informal economy needs to be respected and nurtured as the very basis of active citizen involvement in the economy, enabling the state to refocus a significant portion of its energies towards building a strong local and regional market that ultimately harnesses the SADC economic zone with a population estimated at 345 million. The bolstering of the social grant system to meet the immediate emergency needs of the most vulnerable could very easily be developed into a universal basic income grant which would be a long-term lifeline for the majority of South Africans, raising the quality of their lives steadily while enhancing their ability to contribute to the overall development of their country.

In this situation the Nelson Mandela Foundation and similar organisations will be stretched to the limit. The last time the Foundation faced a challenge of comparable scale was in 2007-2008. Madiba had indicated that he wanted to step away from public life, and had accordingly given the Foundation a mandate to transform decisively from his post-presidential office into a social justice NGO doing work in the nexus of dialogue, advocacy, research and archives. In 2007 he began driving an endowment campaign to vouchsafe the organisation a financially secure future. The 2008 global economic collapse changed everything. The endowment campaign ran into the sand, leaving us with a legacy of a fundraising catch-up which still bedevils the Foundation's

operations. A positive feature in the favour of the Foundation is that in this moment of crisis our strong social justice focus together with greater institutional efficiency have given us traction in demonstrating relevance and unlocking new types of funding and new funding partners. We continue to do the work necessary to advance Madiba's vision.

We strive to draw deeply on the accumulated institutional wisdom embedded in the Foundation's DNA, shaped from the timeless inspiration of the life and work of our Founder; to be resourceful, willing and able to draw continuous inspiration from a vibrant society working to achieve the complex demands of a diverse and purposeful constitutional democracy.

More than ever before, success will depend on the dedication of our trustees and staff, the vitality of institutional and other forms of partnership, and the support of our constituencies both local and international. We face this moment having paused in 2019 to mark the twentieth anniversary of our founding by Madiba. It should be that when we reach our thirtieth anniversary in 2029 and pause to look back that we may reflect positively on how we, and all South Africans, rose to the challenge of COVID-19 and its aftermath.

### Professor Njabulo Ndebele

Chairman - Nelson Mandela Foundation



We're privileged to have this exhibition at our doorstep

*"You think you've got an understanding of the journey of Nelson Mandela, but coming through here you realise there's so much more to the story that spans over decades and so this for me was a re-education of probably the richest part of South African history. We're privileged to have this at our doorstep. I think the only next thing to do is to bring my children here to make them understand the story as well."*

- John Smit, former Springbok captain, at the launch of *Mandela: My Life* Exhibition

# CHIEF EXECUTIVE'S REFLECTION *Sello Hatang*



## COVID-19

The report year ending in February 2020 found the world on the cusp of the most dramatic changes it had seen since probably the end of the second world war. COVID-19 was about to change everything, with South Africa's declaration of a state of disaster and the implementation of a strict lockdown just weeks away. As the Nelson Mandela Foundation team collated the content for this report on a very full year of work, they had to do so remotely and with the strong sense that the medley of 2019 programmes and projects were remote from the contingencies of March and April 2020. Well that remains to be seen. In my assessment the work we have been doing for several years now on poverty and inequality, land, early childhood development, structural racism and community-level infrastructure needs positioned us to understand very quickly the differential impact on the South African population of COVID-19 short-term strategies and to offer valuable insights to structures of the state as they develop longer term ones. Here is not the place to offer analysis of these complex issues.

Of course, the implications of COVID-19 for the Foundation are enormous. If we think that holding on as best we can through the crisis and then getting back to business as usual as quickly as possible thereafter is a good plan, then we are neither understanding the challenge nor aware that such an approach would doom the organisation to irrelevance. It appears now that the global economic crisis linked to the pandemic will reverberate for many years. Already we can see sources of funding for the Foundation drying up, the organisation's capacity to generate income fundamentally undermined and investments taking a buffeting. Moreover, the organisation finds itself in a world where the need for high-level direction and purpose is acute, where new issues and challenges loom large, and where human behaviours and cultures are likely to change significantly.

At the time of writing this Annual Report, we are developing an institutional strategy that will ensure simultaneously that we are sustainable and seen to be meeting the needs of our local and global stakeholders and audiences. It will be built on five pillars:

Firstly, thought leadership. We will need to be on top of the issues in a rapidly changing world and making a profound contribution to the world's attempts to imagine a liberatory

post-COVID reality. Secondly, our current mandated functions will need to be recalibrated to ensure effective delivery in changed circumstances. This is going to require conceptual and practical agility and a willingness to invest in technology. Thirdly, we need to support emergency relief endeavours. We need to be seen to be meeting the immediate needs of the most vulnerable in our society. Fourthly, our sustainability plan will need to be reviewed. And lastly, good governance becomes even more critical to success.

## The Year that Was

For the Foundation, 2019 and the first two months of 2020 were shaped at a strategic level by three things: a new three-year (2019-2022) strategic plan, the twentieth anniversary of our founding by Nelson Mandela, and the thirtieth anniversary of his release from prison. The watchword for the new plan is, simply, broadening impact by reaching deeper. We aim to take the Foundation to the next level both in terms of our impact in the world and the way in which we work. We aim to become a respected change agent in South Africa and beyond with a global audience, strong focus, and an embedded practice of deep dialogue informed by robust research, analysis and evaluation. I believe that we made

“ I am very sorry for being out of order. We know that South Africa is facing economic crisis, so what is the role that is being played by the Foundation to the people of South Africa? - Twitter ”



# Accelerating sustainable development in Africa

“We are proud to join forces with Nelson Mandela Foundation as both our organizations recognize education in the clean energy transition has a great potential to accelerate sustainable development in Africa at large and share the view that Open Africa Power convenes young leaders on a valuable learning and dialogue process around critical social issues for a just transition.”

- Carlo Papa, Director of Enel Foundation

significant strides during 2019 to ensure depth to our work and to prioritising impact in all that we do. Even in the way that we write annual reports! The days of reports which provide a collation of highly detailed section accounts of projects and activities are long gone. Instead we have taken our five key new indicators of success and offered a short analysis of the progress we have made in turning each one into a reality. In short, a successful Nelson Mandela Foundation is a Foundation which:

1. has a measurable influence on public policy and other instruments for securing sustainable solutions to intractable social problems;
2. uses Constitutionalism as a means to make the Constitution a lived reality for the people living in South Africa;
3. is the trusted voice on the life and times of its Founder as well as on critical social issues;
4. ensures that Madiba's legacy is a living one in global contexts; and
5. is both sustainable and setting the bar high for good governance.

The report year ended in February 2020 with the organisation simultaneously getting its head around the challenge of COVID-19 and marking the thirtieth anniversary of Madiba's release from prison. The latter was long in preparation, as we believed that the moment provided a potentially valuable lens for viewing the country around us. Key questions for us were: how successful was the work he led through the 1990s? Has the apartheid system been fully dismantled? How free are South Africans today? In that moment of 11 February 2020 we had to be frank. We have not fully dismantled apartheid. We have not achieved the transformation Madiba dreamed of. And through the terrible years of neglect, of state capture, poor leadership at many levels of society, and the ravages of corruption, we have added multiple intractable problems to the ones the country's leadership faced immediately after 1994.

Transformation has to be our watchword now, as it was for Madiba when he came out of prison. And, I would argue, this becomes even more trenchant as we absorb the impact of COVID-19 on our economy and on our society. All of us, across sectors, wherever we are positioned in society, need to contribute to negotiating ways forward in what are complex, dangerous and ever-shifting circumstances. In the

“ Investigate the human rights violation and social inequality on black women and children in Cape Town where their future is limited to a social group to which they are born. - Instagram ”

early 1990s South Africa had to negotiate its way to peace and to democracy. Today we have to negotiate our way to a truly transforming society in which all may thrive. If we are to be successful then we will have to be agile in our orientation and robust in our research and in our analysis - to understand what we are dealing with today, to learn the lessons from the mistakes of the 1990s and beyond, and to know the longer histories which shaped our communities before the advent of colonialism and apartheid.

**Looking back**

The Foundation's twentieth anniversary was a significant milestone. We are no longer the organisation Madiba set up as his post-presidential office in 1999. Elsewhere in this report we give space to a number of different perspectives on the long road we have travelled since then. In terms of my own personal reflection on twelve years with the organisation, working for Madiba and the Foundation has been a privilege, and given me some of the most special experiences of my life. It has also posed some of the most daunting challenges. Globally, on the continent and in South Africa we live in dangerous times, and representing the name of Mandela in them is a heavy responsibility. For me it

has been reminiscent of climbing Kilimanjaro in the interests of those in need. To do so you have to be part of an inspired team, a group of people dedicated to the task at hand, willing to risk danger, even death, driven by a higher purpose and willing to defy the weaknesses of one's body in a step-by-step journey to the summit. All the while knowing that at the top one will see the beauties of landscapes stretching in all directions but already be imagining in the mind's eye the next peak to be scaled.

I took up the chief executive's position in mid-2013, with Madiba in and out of hospital, with the Foundation at the centre of massive global attention. South Africa was almost exactly halfway into what has come to be called the Zuma era. And the Foundation was just embarking on a new five-year strategic plan designed to take it to the next level of relevance and efficacy as a human rights-oriented organ of civil society in the midst of what felt like an assault on Madiba's legacy. The best of times and the worst of times. We opened our newly refurbished public facility, the Centre of Memory, in November of 2013, just weeks before Madiba passed. Holding that space of media frenzy, widespread mourning and reflection, and contemplation of post-



“ The Foundation has become an important thought leader and convenor ”

*“The Nelson Mandela Foundation has shown an admirable commitment to supporting the ECD sector in South Africa and has become an important thought leader and convenor through its dialogue work. Helping to bring together the finest minds in ECD to support the thinking of the DBE, is another example of this invaluable work and support”.*

- Mr HM Mveli, Director General of the Department of Basic Education, in a letter to Sello Hatang, dated 13 February 2020

Madiba realities, was a mountain to climb. I felt acutely the responsibility of holding an exhausted but dedicated team together in extraordinary circumstances. And then guiding it through the singular challenge of demonstrating that without the presence of Madiba the organisation's mandated purpose was enough to give it direction and secure its value in a complex society and a complex world.

Finding our own voice, as distinct from amplifying Madiba's voice, was key. Critical to success was engagement in the hard work of making a difference in the lives of society's poorest and most vulnerable. Turning Madiba's dream for South Africa, as embodied in the country's Constitution, into a lived reality for the masses of those who make South Africa home, became our compass. An impossible measure, of course. But Madiba had perfected the art of making the impossible possible. We are still climbing the mountain. No longer Madiba's post-presidential office, we are now part of a network of institutions keeping his dream alive and negotiating the next step in what feels like a steeper and steeper ascent. We have found ourselves having to challenge the governing party, captains of industry and community leaders even while working closely with them in

piloting new models and testing new strategies. We have got our hands dirty. Made mistakes. Taken wrong turns. Slipped back down the path after periods of good progress. It is tiring...

But we must keep going. Especially now that together with people around the world we face the harsh realities of an uncertain and profoundly challenging post-COVID-19 reality. What will keep me going is the joy of people who experience the fruits of hard toil designed to meet immediate needs at the same time as impacting on the systemic dimensions of exclusion, deprivation and oppression. In the last year I have been held through the nights of exhaustion and despair by the images of a community like Matatiele, where a well-functioning early childhood development centre has replaced what amounted to a detention centre for underprivileged children. I have been held by the images of community leaders in a workshop at the Foundation being empowered to participate meaningfully in the Presidential land reform review process; by the images of schoolchildren in township and downtown schools entering for the first time properly resourced school libraries; by the images of the thousands of teenage girls receiving the free sanitary pads

they need to keep them in class during their periods; and by the images of early childhood development practitioners being empowered to be more effective in their workplaces and to have a voice in the public policy debates which impact on their work.

**Thanks**

I want to thank our donors, partners and other stakeholders for travelling a difficult road with us. The support given me by the Board of Trustees was exceptional. And the Nelson Mandela Foundation staff went the extra mile over and over again.

**Sello Hatang**

Chief Executive - Nelson Mandela Foundation



Foundation staff on Mandela Day activation



**“We now do things differently**

*“We now do things differently and feel that we now know how to accommodate them better. We now have better information on how to deal with a blind, or partially blind child, or a child who can't hear properly or one that might have physical disabilities.”*

- ECD practitioner after a Foundation workshop



# 20<sup>TH</sup> ANNIVERSARY: FOUNDING OF THE NELSON MANDELA FOUNDATION

For the Nelson Mandela Foundation its twentieth anniversary was a time for looking back, reflecting on lessons learned, and celebrating the wins. Here are twenty successes we recorded -



1

Ran Nelson Mandela's post-presidential office from 1999 to 2011.



2

Oversaw large parts of Nelson Mandela's intellectual property and continue to do so.



3

Supported Mandela's peacemaking work in Burundi (1999-2001).



4

Supported Mandela's HIV/AIDS interventions and campaigns over a decade.



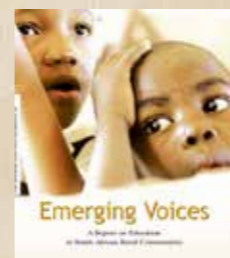
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Hosted the prestigious Nelson Mandela Annual Lecture since 2003.



6

Undertook a study of rural education needs in South Africa and published the results as a book titled Emerging Voices (2005).



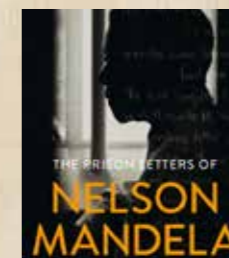
7

Working closely with Mandela, we assembled, cataloged, deacidified and digitized his personal archival collections (2004-2010).



8

Working closely with Mandela initially, we have published a number of books from his personal archive, including Conversations with Myself (2010) and Prison Letters (2018).



9

Partnered with the Apartheid Museum to do a major retrospective exhibition on the life and times of Nelson Mandela to mark his 90th birthday in 2008 - it subsequently became a permanent feature at the Museum and has travelled internationally.



10

Worked closely with the National Archives to pilot the first digitisation project undertaken by it and supported the digitisation of the Rivonia Trial sound archive in partnership with the French Government.



# 20<sup>TH</sup> ANNIVERSARY: FOUNDING OF THE NELSON MANDELA FOUNDATION



11

Undertook the advocacy work which resulted in Mandela overseeing the return to the South African state of official Rivonia Trial records in private custody (2008).



12

Launched the Nelson Mandela Day campaign in 2009 and supported its adoption as a United Nations International Day the same year.



13

Between 2013 and 2016 partnered with Global Leadership Academy (Germany) in running the international Mandela Dialogues on reckoning with oppressive pasts.



14

In 2013 launched the Nelson Mandela Centre of Memory as a multi-purpose public facility, including permanent and travelling exhibition spaces, a public reading-room, dialogue and conferencing infrastructure, and customised archival storage spaces.



15

Partnered with civil society structures to advocate successfully against the Protection of State Information Bill.



16

Ran the Archival Platform project in partnership with the University of Cape Town and co-published the project's seminal reports on public archives services in South Africa (2014) and on activist archiving in the country (2018).



17

Between 2015 and 2017 undertook research, mediation and dialogue facilitation in support of cross-sectoral work aimed at resolving the crisis in South Africa's tertiary education.



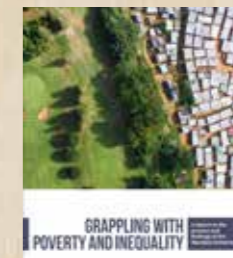
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In 2018 partnered with Columbia University (New York) to launch the Atlantic Fellows for Racial Equity, a transnational programme aimed at developing more effective strategies for combating racism.



19

Partnered with a think-tank of state and academic institutions on the Mandela Initiative on Poverty and Inequality, the final report for which was published in 2018.



20

Drove the 2018 international campaign to mark the centenary of Nelson Mandela's birth.



## FORMER CEOs LOOK BACK

As we marked the twentieth anniversary of our founding, we invited former CEOs to reflect on their time with the Foundation. Here are thoughts from three of them.

*"It was a singular honour to serve as the first chief executive of the Nelson Mandela Foundation. The assignment was simple but challenging – put in place all the systems Madiba's post-presidential office would require and turn into institutional programmes the work Madiba wanted to do in the years ahead... The Foundation started out as a trust with an extremely broad mandate in human rights, democracy-building and peace-making... In those early days four passions preoccupied Madiba – the building of schools and the transformation of South Africa's education system, the challenge of HIV/AIDS, the peace process in Burundi, and the writing of a memoir about his presidential years... To support these passions, we put in place education and HIV/AIDS programmes, built a support structure for the peace process which Madiba was heading in Burundi, and hired a historian to work with Madiba on his memoir... My tenure at the helm was relatively short, but it gives me satisfaction that the foundational work which the team did in those early days has proved to be enduring. Twenty years later the Foundation is a strong structure of civil society promoting Madiba's legacy in a variety of ways. The education programme has developed into an independent institution, the Nelson Mandela Institute for Education and Rural Development, based at the University of Fort Hare. Madiba's often difficult HIV/AIDS work contributed enormously to the transformation of South African public policy in dealing with the scourge...*

*He oversaw successfully the first phase of peacemaking in Burundi. While he never completed his memoir, the work he did on it contributed fundamentally to the Foundation's continuing archival programme. And it pleases me that the Thirteenth Avenue house in which we started the Foundation is now being turned into a multi-purpose public facility by the Foundation in partnership with Thebe, Atlantic Philanthropies and the Industrial Development Corporation... Small beginnings have turned into enduring processes.. The legacy lives on."*

- Khehla Shubane



My tenure at the helm was relatively short, but it gives me satisfaction that the foundational work which the team did in those early days has proved to be enduring

- Khehla Shubane

## Inspiring individuals to take responsibility.

*"... The Nelson Mandela Foundation (NMF), established in 1999, had focused on assisting poor communities, providing support, particularly in education. Following a review of its work, in the face of the broader crisis in the country, Mr. Mandela along with the NMF's board members, believed that charitable work, however noble, would not by itself help to address those challenges. After intense consideration the NMF decided to try and contribute more effectively, from a deeper perspective, by attempting to promote cooperation between different sectors in government and civil society. The Foundation would also try to encourage communities to take more responsibility. All this would mean quite radically refocusing the NMF's core programme. While working for UNAIDS in Geneva, I received a call from the Foundation's founder Mr. Mandela, and its Board Chair, Prof Jakes Gerwel to return home to South Africa and join the NMF, which I did in January 2007. I would be there for seven challenging but exciting years. Working closely with the Board, and taking critical advice from Mr. Mandela himself, it was my task to lead the refocusing of the Foundation's core goals, and to implement the necessary organizational restructuring. The core guideline was not to use Nelson Mandela's legacy to simply glorify an individual, but to promote social justice*

*in South Africa and elsewhere in the world. This would be driven by two key strategies: Dialogue and Advocacy; to address the critical socio-economic problems the world faced, bring together, in a safe and neutral manner, different stakeholders, in government, civil society and business. The goal was to get stakeholders, whether they agreed or disagreed with each other, to have constructive dialogues about how best to overcome major problems. The dialogues over time grew, addressing even the most complex issues, and continue today. Out of the dialogue program grew 'Mandela Day'. Again, at Mr. Mandela's request, this was not to focus on simply celebrating him as an individual, but as a way of inspiring individuals to take responsibility in helping to make this a better world for all, especially the poor and underprivileged. The second strategy was the 'Centre of Memory'; rather than use Nelson Mandela's historical records to glorify him as an individual, it was used as a way of inspiring people around the world as an example of how even the most complex and embedded problems can be overcome. The Centre was formally launched in 2013. These strategies became highly successful, and continue today, as a way to help bring about changes in our complex world..."*

- Achmat Dangor



ACHMAT DANGOR

# It has been a singular honour and joy to play a part in the life of the legacy

*"The Nelson Mandela Foundation team had been looking seriously at the institution's long-term purpose once the work of the 'Founder's Office' was no longer a central focus. There began to develop the inspired idea of a 'Nelson Mandela Centre of Memory'. In 2006 I was asked by the Board of Trustees of the Nelson Mandela Foundation (with the support of their counterparts at the Mandela Rhodes Foundation) to play the dual role of Nelson Mandela Foundation and Mandela Rhodes Foundation CEO, resettling for most of that year in Johannesburg. It was a pivotal and privileged time*

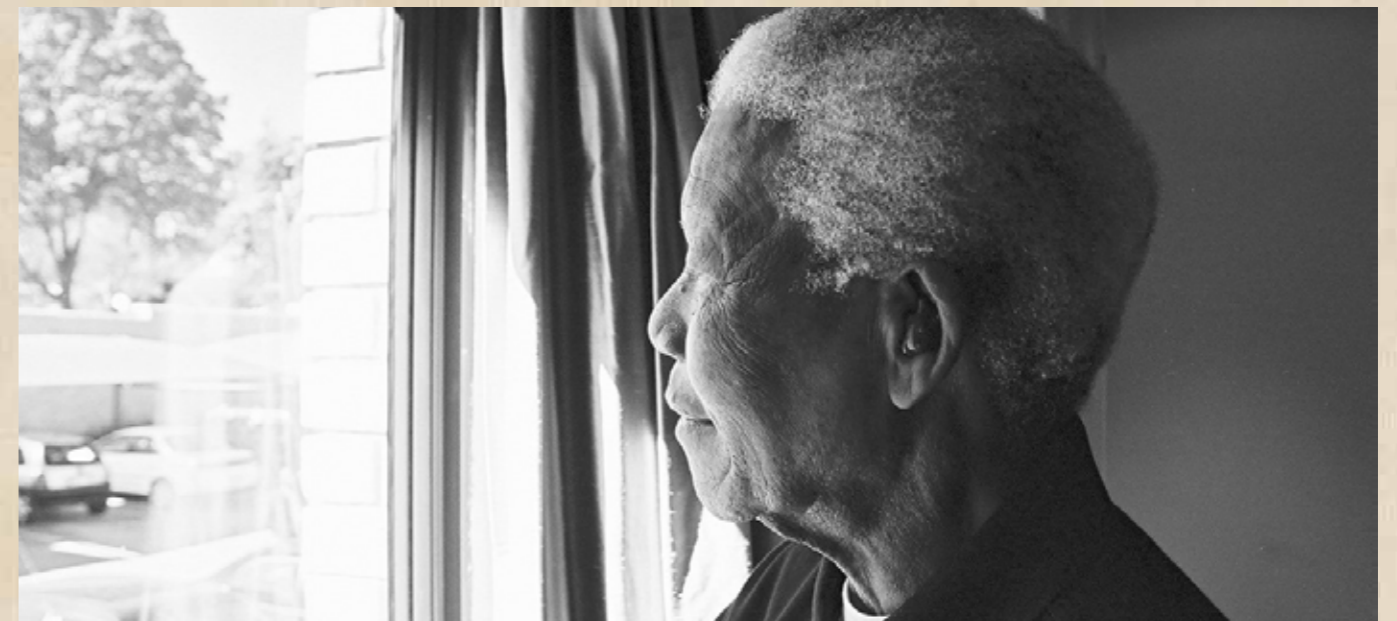
*for me, and the undoubted highlight was the signing 'on my watch' of the legacy organisations' MoU with Madiba himself as the witness. That MoU continues to guide the three thriving organisations in their co-operation with and mutual support for one another – this inspiring phenomenon having been recently on spectacular display at the joint celebrations in Washington DC to mark our Founder's centenary. It has been a singular honour and joy to play a part in the life of the legacy, and I send my most heartfelt good wishes to the Nelson Mandela Foundation as it turns 20 years old – now a fully-grown adult indeed!"*

- Shaun Johnson

## Tribute to Shaun Johnson, who passed away in 2020

We were privileged to work with him as a colleague and to have him as a friend. In 2006 Shaun took on the role of Acting Chief Executive for the Nelson Mandela Foundation (Nelson Mandela Foundation) while continuing to be the Chief Executive of the Mandela Rhodes Foundation (MRF). For a year he carried this enormous load with apparent

ease. As Sello Hatang recalls: "He stepped in at a very challenging time for the Foundation, just as Madiba was providing the organisation with a new mandate while progressively stepping away from public life. Shaun steered the ship expertly. He did it for Madiba." - Tribute to the late Shaun Johnson.



# He did it for Madiba

*"Just as Madiba was providing the organisation with a new mandate while progressively stepping away from public life, Shaun steered the ship expertly. He did it for Madiba."*

- Sello Hatang

## THANK YOU & FAREWELL

*Thank you and Farewell to our two retiring founding trustees,  
Dr Mamphela Ramphele and Mr Tokyo Sexwale*

The Nelson Mandela Foundation bid farewell to two founding Trustees, Dr Mamphela Ramphele and Mr Tokyo Sexwale on 29 November 2019. A farewell event was held at the Foundation to honour their twenty years of service. The retiring Trustees shared with Nelson Mandela Foundation

### DR MAMPHELA RAMPHELE

"Having been here at the Foundation for 20 years, it has truly been a journey like no other journey- the making of history and mine is simply to express my gratitude for the opportunity to serve in this context but also the opportunity to have been able to meet so many people that I would otherwise not have met but I guess, at the end of the day, the foundation of my service here is a tribute that I could give to Madiba for all that he has done for all of us but also with all of us because he was one man who didn't believe that he was a messiah or a saviour. And so I had the privilege of not only working in the context of the foundation that he started so lovingly but also being very close to him and therefore being able to benefit from his wisdom and also being able to have interesting conversations... Here is

staff about their contributions to the Foundation and urged staff to continue the unfinished work and carry the legacy of Nelson Mandela forward. The Foundation wishes them well on their future journeys.

somebody (Mandela) who is interested in people because they are people... So that stayed with me throughout his life and that stays with me even now... It was a great lesson that people are important because they are human- not because of status... As a member of the Board of Trustees of the Foundation, it was a joy to be able to serve because it was versatile, we were all exploring how to have a Foundation that would do justice to his legacy, but also do some of the things which were unfinished business that he was really desperate to see done; issues around education which was why there were all these schools that he was building around the country; issues around HIV/AIDS and issues around just simply making people embrace human rights, Ubuntu in whatever they were doing whether they were a lawyer or

a teacher. So the Foundation really has given us a platform the last twenty years to model what that could look like... He (Mandela) was a freedom fighter. And freedom is not just about taking off the yoke of your oppressors. It is living a life as a human being who has human dignity and self-respect and respect for others. And the things that would now reflect his legacy are the things that we are now doing with the new Mandela Day policy- giving people a leg up rather than a hand out and that is really the difference... Also on the issue of constitutionalism, I am glad that I am going out on this note because it hurts me so much that for all these years, we did not see constitutionalism as the thing. Here is a man (Mandela) who even when he was facing threats of the death sentence, he talked about ideals that he is prepared to die for if necessary. And where are those ideals? They are in the constitution. They are the rights of people to freedom, to dignity, to equality. That was what he was prepared to lay down his life for... Mandela was not the sole liberator nor was the ANC the sole liberator. There were so many people who contributed and by not acknowledging the role of ordinary people in the freedom we are enjoying today, we have in fact incapacitated people... When asked why she

is retiring, she responded "I am 72, I have done 20 years here. Surely, there has to come a time where we change- we hand over the baton to the younger generation. If the only way these things can continue to be done is by me being here, then they are not worth doing. My success and the success of all of us who rotate out has to be reflected in the extent to which you continue to do the work. It is not that we are abandoning you, we are handing over the work at a point where we believe we have done enough for the next generation to take over... What makes us hang on to something that has not worked for the past 25 years? We need to be asking the question 'why is it not working?' So what we need to say now, 25 years now... the problem is not the colour of the skin of the person who is the leader or in charge of this or that. The problem is what is inside each one of us as South Africans. We have not done the inner work to free ourselves from the categorization of humanity as a way of explaining things."



“He was a freedom fighter

*"He (Mandela) was a freedom fighter. And freedom is not just about taking off the yoke of your oppressors. It is living a life as a human being who has human dignity and self-respect and respect for others."*

- Mamphela Ramphele

## MR TOKYO SEXWALE

"Madiba answered as follows 'it is not the question that you are dealing with, it is your own answer.' You can ask me anything, it is how I answer your question that matters... In a world of disjointedness- a world of conflict where people are in debates, in discourse but sometimes cannot find one another... it is remarkable that in this house, on this Foundation, we have never and I am going to repeat what I said... we have never as your Board had to vote because ten of us think like this and others think like that- there was never a majority decision with some of us being minority. The reason that we had unanimity of purpose and decisions was because everything is discussed to the last. All views honestly for 20 years genuinely been looked at from all sides... Discussions here (Foundation) have always happened in a manner that is cordial where people are genuine and where you want to look at all facets and all aspects and that is how we were able to take certain major decisions which have seen the Foundation remaining as it is... The Board held on to the views of non-racialism. The Board is non-sexist. The Board believes in the ethics of and values of Nelson Mandela stands for. The Board is a trusted voice of Nelson Mandela... So these archives which are here (Foundation) are used to assist people to have access to them so that

they can have the real, undistorted view here. Because Mandela is contested. Mandela is distorted. Some people call him a sell-out today. We understand why- because they have not read, they do not understand. So here, we provide people with the opportunity of seeing Mandela the real, raw trusted voice... Hence we have been able to achieve certain milestones... What you are doing here (Foundation) is about justice. This Foundation is for a just society. We are part of the forces of the world and in our country and in our communities and amongst ourselves to create a just society. Justice was denied from Mandela for 27 years. People still do not have justice today. Economic justice. Political justice... Financial justice... This Foundation is for the creation of a just society. That is what the vision statement says... Quoting Siya Kolisi after Rugby World Cup win, he said 'we come a long way. We come from different backgrounds. We come from racial backgrounds. And there are problems where we come from. But we came with one goal here as a team, to win if we pull together... Don't shut anybody down. Remember the Founder of this place was shut down for 27 years... I know that because I spent 15 years with him... He was shut out and what he did from inside the prison was to fight to encourage dialogue. He started dialogue

not outside at CODESA. It was in there (prison) to say let's begin to dialogue... He went to P. W. Botha. The time is up. You have kept me (Mandela) here for 24 years. It is time for us to sit down and begin talking about the problems of our country - dialogue. That is what the Foundation stands for. That is what he expects of us to do here. It is a very, very

heavy and important mission. But I hope it is also a pleasing one for the people here... One of the mistakes that we have made was to think that our problems were solved with the release of Mandela from jail."



This Foundation is for the creation of a just society

*"This Foundation is for the creation of a just society. That is what the vision statement says... Quoting Siya Kolisi after the Rugby World Cup win, he said 'we come a long way. We come from different backgrounds. We come from racial backgrounds. And there are problems where we come from. But we came with one goal here as a team to win - if we pull together...'"*

- Tokyo Sexwale

## TWENTY-YEAR LONG SERVICE

The Foundation honours Ethel Arends, Joe Ditabo and Buyi Sishuba, who have been with the Foundation since its inception.



### “He just never gave up

*“When Madiba was in the office, he would share stories with us and that made us feel so special and at ease in his presence. He was able to relate to everybody and he just never gave up, and that is the most valuable lesson I learnt from him.”*

- Ethel Arends



### “Every second mattered to him

*“He was very punctual, and was not happy with people who do not respect time; every second mattered to him.”*

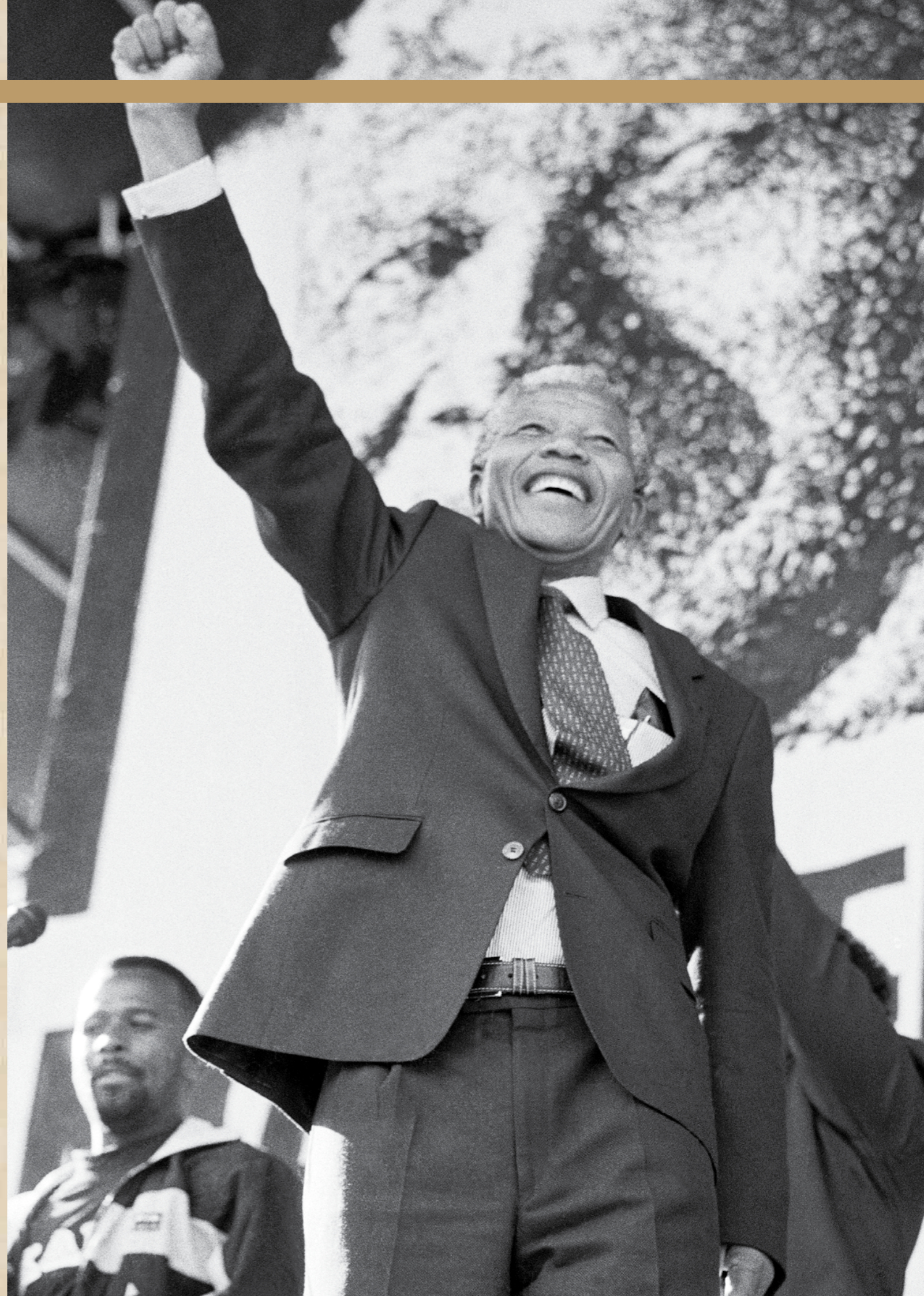
- Joe Ditabo



### “We felt so special

*“We used to have family Christmas. We would invite our loved-ones, share gifts and Madiba would go around greeting everyone. We felt so special.”*

- Buyi Sishuba



## 30TH ANNIVERSARY OF NELSON MANDELA'S RELEASE FROM PRISON

To commemorate this historic moment and to engage in critical discourse, the Nelson Mandela Foundation hosted three interconnected events in the Western Cape. Our conceptual framing addressed the 'new prisons' that have come to define life for many and provided a focus on how to achieve substantive liberation.

### RETURNING TO WHAT WAS VICTOR VERSTER PRISON

First, a convening of the original ANC reception committee at what was Victor Verster Prison, from where Nelson Mandela was released on 11 February 1990. This event was hosted in partnership with the national departments of Justice and Correctional Services and Sports, Arts, Culture and Recreation. The reception committee was well-represented and a dialogue with some of them was facilitated by Tsepiso Makwetla. Former warder Jack Swart provided a guided tour of the house in which Mandela lived at the end of his incarceration. Committee members then walked the path Mandela took on his way out of Victor Verster, as a symbolic re-enactment of the walk. They included Willie Hofmeyr, Saki Macozoma, Trevor Manuel, Father Smangaliso Mkhathshwa, Valli Moosa, Sydney Mufamadi, Bulelani Ngcuka and Mzunani Roseberry Sonto.





30th Anniversary of Nelson Mandela's Return

**IN DIALOGUE WITH LEYMAH GBOWEE**

In partnership with the City of Cape Town, the Foundation hosted Liberian Nobel Peace Prize Laureate Ms Leymah Gbowee at the City Hall. She gave a lecture marking the thirtieth anniversary, in which she reflected on its significance and spoke to the theme of finding liberation from all forms of incarceration. Afterwards she engaged in a panel discussion together with Ms Judy Sikuza, Ms Opal Tometi and Dr Danai Mupotsa.



**RETURNING TO THE BALCONY**

President Cyril Ramaphosa gave a public address on the Cape Town City Hall balcony, where he had stood alongside Nelson Mandela in 1990 when the latter spoke publicly for the first time since 1964. The event was hosted in partnership with the City of Cape Town, the national Department of Sports, Arts, Culture and Recreation and the Mandela Rhodes Foundation.



# SECURING SUSTAINABLE SOLUTIONS

*The Nelson Mandela Foundation aims to be a respected change agent with a measurable influence on public policy and other instruments for securing sustainable solutions to intractable social problems.*

In the report period the Foundation's advocacy work was focused in the areas of poverty and inequality, structural racism and reckoning with South Africa's oppressive pasts. The issues of land and early childhood development were given special attention as a result of the analyses emerging from the Mandela Initiative on Poverty and Inequality (2015-2018).

The Foundation was acknowledged as a contributing institutional partner in the Final Report of the Presidential Advisory Panel on Land Reform and Agriculture. Within the urban land space, we hosted a series of engagements on social housing and have commissioned detailed research to inform our work which we intend broadening over 2020 and 2021. To date, we have commissioned pieces on: Unlocking Well Located Publicly Owned Land to Deliver Affordable Rental Housing in South African Urban Areas; A Proposed

Approach to Equitable Access to Urban Land; and A Proposed Approach to Urban Land Tenure Reform.

Our Early Childhood Development (ECD) programme translated dialogue intervention into deep work addressing systemic challenges and has worked widely and collaboratively with the state and civil society. We convened meetings between the Department of Social Development (DSD) and the Department of Basic Education to facilitate implementation of function transfers; we initiated with DSD an audit of all ECD centres in the country; we are engaging with SALGA, COGTA and DSD on enhancing the delivery of ECD in local government and have commissioned technical work which emerged as a critical need; and we supported the ECD services mapping work of the Network Action Group (NAG) in rural KwaZulu-Natal, which is aimed at providing best practice suggestions to the state.

Working with a collective of 822 ECD centres which represents 28 000 children, we ran a series of capacity building workshops. Over 650 people attended them.



Affordable housing with Habitat for Humanity



Doctor Ramphela unveiling new Mandela Day strategy

“ There should be a capacity and leadership development training for us by the Foundation. - Facebook ”



“ Mandela shoes, Mandela shoes, ”

*“Mandela shoes, Mandela shoes,” sang the energetic learners as they walked about admiring and parading their brand-new shoes. “Siyabonga, thank you Nelson Mandela Foundation and Europa Art,”*


*were the kind words inscribed in bright colours on the notice board of Michael Mkhwanazi Primary School.*

In 2019 the Foundation marked the tenth anniversary of the Mandela Day campaign by unveiling a new strategy designed to meet the immediate needs of vulnerable communities at the same time as testing models and running pilot projects and ensuring that the research results feed into public policy deliberations. Two projects exemplify this new approach. In partnership with the University of KwZulu-Natal (UKZN) and Habitat for Humanity, we launched an affordable housing initiative in the rural town of Umgababa. Discussions are far advanced with the Nelson Mandela University with a view to taking the model into a community in the Eastern Cape as well. Early in 2020 we were able to unveil a new toilet facility (to replace highly dangerous pit latrines) at the Madima Primary School in North West province. This is a collaboration with the Department of Basic Education and Engen, which will see the delivery of such facilities to two other schools (in KZN and the Eastern Cape) later in the year. We are in talks with UKZN to explore drawing the latest research and development work on toilet systems into the project.

The Atlantic Fellows for Racial Equity (AFRE), a transnational fellowship programme based at the Foundation and Columbia University in New York, supports accomplished

leaders from diverse backgrounds to uncover and address the root causes of racial inequality and engage in strategic, long-term collaborative efforts for transformative social change. Through leadership development, community building, design labs and narrative change, AFRE supports the personal development and capacity of these leaders, and catalyses broader social change activity, based on a view that both are required to achieve racial equity.

In terms of reckoning with the past, the Foundation supported two initiatives with enormous potential to impact on the lives of people. The first has to do with the legacies of migrant labour and the harm experienced by generations of people from all over southern Africa who worked in the gold mines. In a landmark class action lawsuit, the gold mines agreed to pay compensation to tens of thousands of former miners. The Foundation supported an activist grouping pressing for the payments to be made as quickly and efficiently as possible. During the year we highlighted the issue by hosting an exhibition on gold mining at the Foundation's Centre of Memory. The other initiative related to litigation on the old apartheid national flag, with an important legal precedent being established by us. See below for more information on this.

“  
 Nelson Mandela Foundation, you are a Racist Foundation. Only promoting the black people. You declare hate speech. You don't act in good faith nor values that Mandela wanted to do.  
 - Facebook  
 ”

The Nelson Mandela Foundation in collaboration with Engen Oil answered the call to protect the constitutional right to dignity and safety of children in schools by starting to eradicate pit latrines in honour of Michael Komape who tragically passed in his school's pit latrine. On 6 February 2020, the Nelson Mandela Foundation and Engen visited the Madima Primary School in the North-West Province where a handover event was held.



Foundation Chief Executive Sello Hatang with Engen Head of Transformation and Stakeholder Engagement Unathi Njokweni-Magida



New toilet facilities at Madima Primary School



Advocate Thuli Madonsela launching a Foundation exhibition

“  
 The Foundation helped us a lot

"The Foundation helped us a lot by providing us with flushing toilets for the educators, boys and girls of the school".

- Mr Nong, School Principal



Mrs Lolo Msomi - Before Intervention



Mrs Lolo Msomi - After Intervention

"Receiving this house gave us a sense of belonging; we live like any other normal family with a proper shelter... Habitat for Humanity SA together with the Nelson Mandela Foundation are changing lives. Many people don't have proper houses, people are suffering on rainy days and when there's wind. I've got the first-hand experience with these two organisations who changed my life for the better.

Today I own a beautiful house that I couldn't afford with my Old Age Pension money, and God is good... If there can be more support provided to Habitat for Humanity as they are the ones working at the grassroots level, there are still more people who need houses. In that way Habitat for Humanity will be able to fund more houses and continue to change people's lives."

**- Mrs Lolo Msomi, Nelson Mandela Build Event Beneficiary.**



Mrs Mabel Mofokeng - Before Intervention



Mrs Mabel Mofokeng - After Intervention

I am the queen of my home

*At the launch, one of the beneficiaries of that partnership in Orange Farm, Mabel Mofokeng, who used to live in a shack and received a home from the work of Mandela Day, shared the following: "Today I can go to my bathroom inside my house, with my mirror and see myself. I don't have to go outside any longer. I am the queen of my home."*

“ Poor Nelson Mandela, if he just knew that his Foundation is bringing us closer to a civil war every time his Foundation goes to court, and try to destroy the new South Africa. - Twitter ”



# CONSTITUTIONALISM

*The Nelson Mandela Foundation is committed to both broadening and deepening constitutionalism in South Africa, with the objective of ensuring that the Constitution becomes a lived reality for many more people*


Constitutionalism is the overarching theme for all that the Foundation does. The flagship intervention for the theme in 2019 was the 17th Nelson Mandela Annual Lecture, delivered by Chief Justice Mogoeng Mogoeng on 23 November at the Soweto Campus of the University of Johannesburg. We asked of him what we always ask of our Annual Lecture speakers, namely to use a given theme to stir audiences into action for social justice. He did this and more, drawing on the passion of a preacher and the vision of a prophet. The day before the Lecture he visited the Foundation to engage with Nelson Mandela's personal archive and to participate in a dialogue with Professor Njabulo Ndebele and a group of Foundation stakeholders. The theme we invited the Chief Justice to explore on both occasions was constitutionalism as an instrument of transformation. It is one which the Foundation has been wrestling with for some time. We believe in constitutionalism, but we have become mindful of the fact that it can be (and has been) utilised as a sophisticated instrument for protecting power, privilege and property. How do we turn it instead into an instrument for deep and sustainable change? What do we mean by justice and equity in 2019 South Africa? A packed audience in the auditorium and a much bigger one listening

to the live television broadcast heard the Chief Justice speak compellingly to these questions. The Foundation collaborated with a cohort of public intellectuals and thought leaders to drive the conversation on constitutionalism and transformation online as well as in their spheres of influence. We also produced jpg format messages with discussion prompts on the substance of the theme which were shared through WhatsApp and other digital platforms. We have promoted constitutionalism through vehicles as diverse as our dialogue interventions, our events programme – including the commemoration of the 30th anniversary of Mandela's release from prison – and our range of quality products, the Goodwill Collection, which carries a public education dimension in relation to the Constitution's Bill of Rights. In the report period we hosted a total of 61 dialogue interventions. Of these, twenty-five were capacity-building workshops for Early Childhood Development practitioners. In addition, our Atlantic Fellows for Racial Equity (AFRE) convened three week-long modules (two in South Africa and one in New York), two webinars, and one three-day Partner Learning Institute, co-hosted with the Othering and Belonging Institute at the University of California, Berkeley. Over the course of these engagements, Fellows examined

structural racism in the United States and South Africa, explored opportunities for collective leadership and action, and engaged in bold thinking for transformational social change.

Constitutionalism was also elevated by two other interventions. On the one hand, for the first time, in collaboration with the Independent Electoral Commission, the Foundation provided election observer services during the 2019 general election. We co-ordinated training for our own staff and those of our institutional partners and other civil society formations. At the results announcement event, the Foundation was the only civil society structure given the platform to disclose its assessment of the election. On the other, our litigation on displays of the apartheid national flag has established a legal precedent on hate speech, stimulated public conversations on how systemic racism manifests in post-apartheid South Africa, and positioned the Foundation as a change agent in the transformation arena. AfriForum has appealed against the ruling of the Equality Court in our favour and the appeal process is ongoing. We have become an amicus in two other cases with a direct bearing on the

scope of hate speech in South Africa's Constitution. Both cases are being heard by the Constitutional Court.

“  
 I am in full support of this application. The Apartheid flag has in the past & today represents division. It no longer serves a purpose for a free and just society.  
 - Instagram  
 ”



Chief Justice Mogoeng Mogoeng



Chief Justice Mogoeng Mogoeng delivers the 17th Nelson Mandela Annual Lecture

“  
 The Nelson Mandela Centre of Memory has been turned into a place from which to understand the past better and to imagine possible futures  
 - Jacob Dlamini, historian  
 ”

# TRUSTED VOICE

*The Nelson Mandela Foundation is regarded as a trusted voice on critical social issues and on the life and times of Nelson Mandela*

The Foundation has continued to be challenged by an avalanche of requests for assistance, support, partnership and intervention in public deliberation. This remains a critical measure of the extent to which we are regarded as both a trusted voice and a preferred convenor. In the report period we participated in public discourses on matters as diverse as societal violence, patriarchy, the Corona virus, racism, hate speech, our litigation on the apartheid flag, the passing of Robert Mugabe, migrant labour and the 2019 Nobel Peace Prize award. The Chief Executive and other members of staff did hundreds of radio and television interviews. We have over 10 million active followers on our social media platforms and have the single biggest Facebook following of any organisation in South Africa. Our websites had almost 2 million visits in the report period.

A critical measure of trust is reliance on an organisation's experience and expertise. In April 2019 the Foundation visited the Obama Foundation offices in Chicago and provided staffers there with inputs on lessons to be learned from setting up Madiba's post-presidential office. Internationally we also provided advice to the Yasser Arafat Foundation, the University of Toronto, the Jane Goodall Foundation in


Canada and the Graca Machel Trust. Locally we advised the following organisations on institution-strengthening: Desmond and Leah Tutu Foundation, Constitution Hill, Chris Hani Foundation, Sol Plaatje Foundation, Silverton Trio Foundation, the Public Administration Research Institute, the Matamela Dorah Tshivhase-Themeli Foundation, the Nelson Mandela Institute for Education and Rural Development, the Raymond Mhlaba Foundation, the Fabian and Florence Ribeiro Foundation and the South African History Archive.

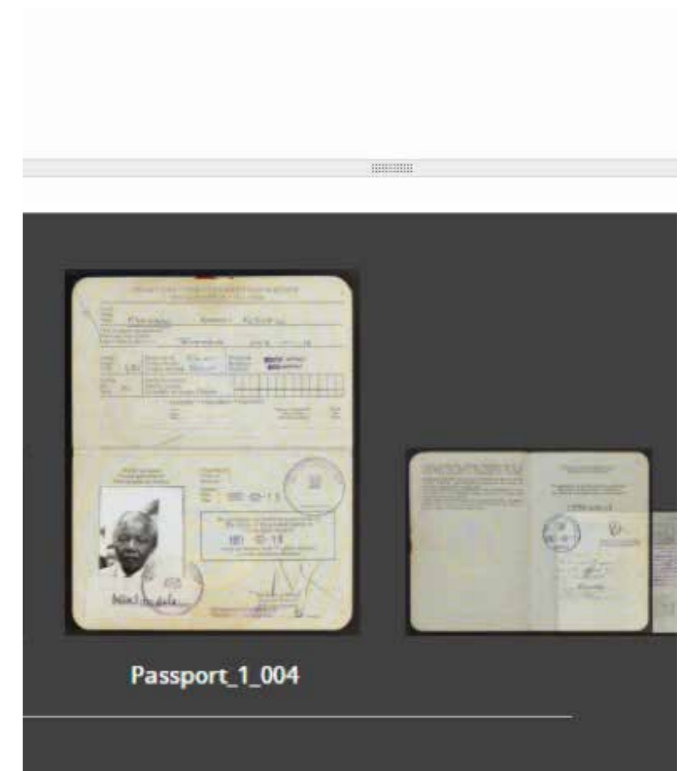
The Foundation's digital online archive platform, the culmination of a seven-year development project, came to fruition in April 2019. This provides a customised and integrated digital archival storage and access platform which facilitates online access to Nelson Mandela's personal archive and related collections. The platform is regarded as a best practice benchmark in South Africa. In the report year demonstrations and training sessions were made available to the Museum and Archive of the Constitution (MARCH), the Ahmed Kathrada Foundation, the National Archives of South Africa, the Desmond and Leah Tutu Legacy Foundation and the Graca Machel Trust. The programme is supported by a dedicated team of archivists who scanned

7 646 documents and captured metadata for 20 857 digital objects in the report period.

The Foundation's archive continues to grow. Although we are not an active collecting institution, our reputation as both a trusted voice and custodian of last resort means that we are often approached with requests for assistance. Three significant new archival acquisitions were negotiated in the report period. The family of Mama Winnie Madikizela-Mandela has requested the Nelson Mandela Foundation to assist with the processing, cataloguing and preservation of her personal archive. Preliminary work on the project is far advanced. Advocate George Bizos has donated a large part of his personal papers to the Foundation, and as the report period came to an end the archives team oversaw the transfer of this historically significant collection. And a small but invaluable collection of Rivonia Trial records generated by Nelson Mandela and Lord Joel Joffe were donated to us by the Legal Resources Centre.

In terms of scholarly endeavour, the Foundation partnered with the Nelson Mandela University and the Human Sciences Research Council in convening, at the University,

“  
 I wrote my honors thesis last year on why the flag should be banned because of your application to the Equity Court. Thank you.  
 - Instagram  
 ”



*Digitising the archive*



*Archive team processing private papers of Mama Winnie Madikizela-Mandela*

## Nelson Mandela University partners with the Foundation to set up the Transdisciplinary Institute of Mandela Studies

*“Though many academic entities and outfits are named after Nelson Mandela, no programme on Mandela Studies yet exists, as far as we can tell. Nor is there an outfit like Transdisciplinary Institute of Mandela Studies anywhere in the world,”*

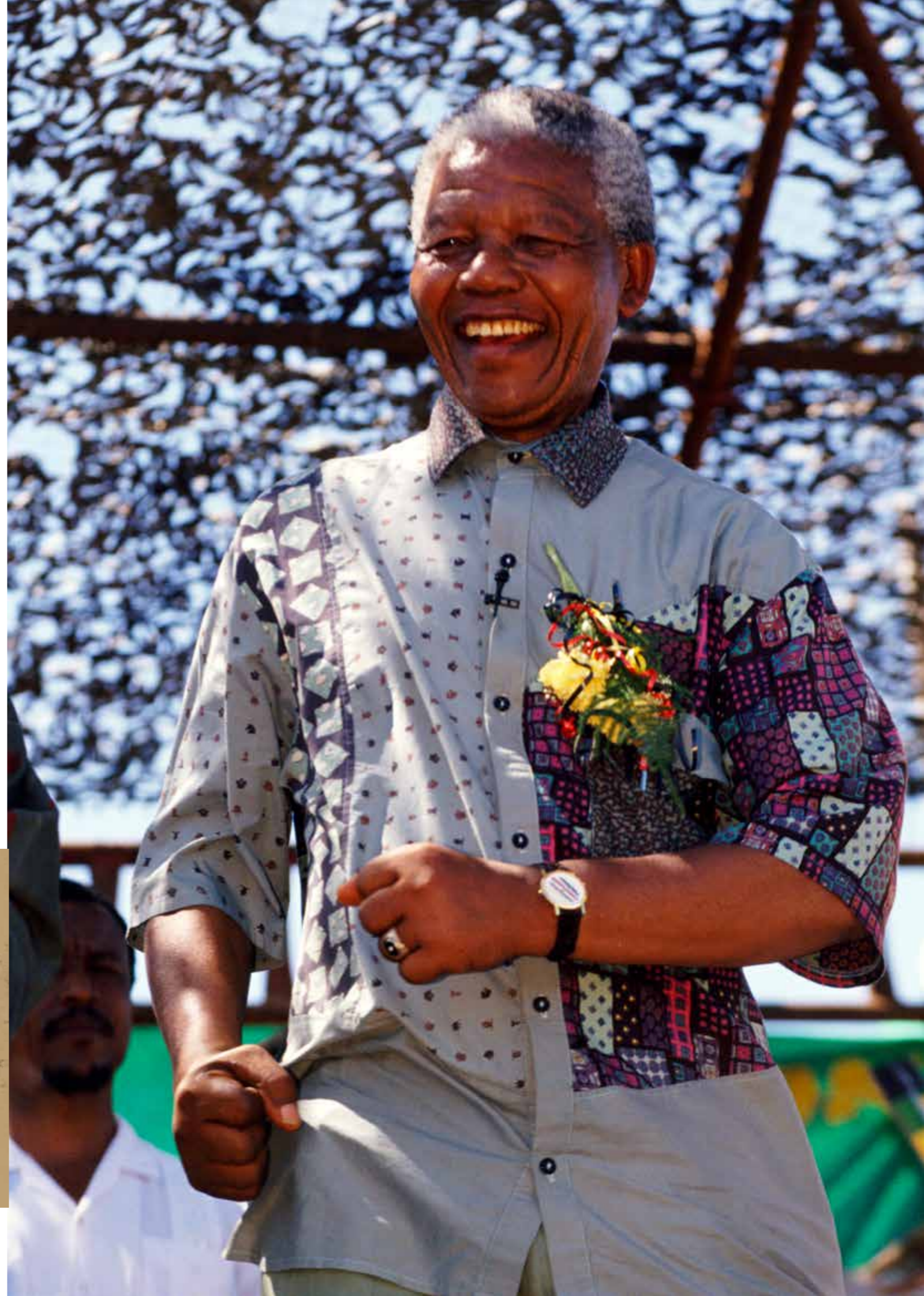
**- Andre Keet, Chair for Critical Studies in Higher Education Transformation (CriSHET) at Nelson Mandela University**

A colloquium on Mandela critical studies. We are supporting a process by the University to put in place a continuing inter-disciplinary Mandela critical studies programme. Work on a new book about Mandela's leadership qualities by two staff members, to be published in 2020, is far advanced. In 2019 the paperback version of *The Prison Letters of Nelson Mandela* was published.

We marked the 30th anniversary of Mandela's release from prison with a medley of events in Cape Town in partnership with national, provincial and local government. Together with Google, we also delivered a rich new layer of online content to our global audiences to mark the anniversary. Our conceptual framing for the anniversary addressed the 'new prisons' that have come to define life for many and provided a focus on how to achieve substantive liberation. These 'prisons' range from the physical prisons that have led to mass incarceration and the failures of restorative justice, to the prisons that effectively define all South African's lives, such as the violence that keeps people in their homes or the prisons of the mind that keep people within a particular understanding of the self. The objectives of the day's events were: to mobilise the relevance of Nelson Mandela's legacy, with a particular focus on young people; to re-imagine how we conceive of justice and social justice; and to advance a transformative constitutionalism that accelerates freedom and liberation. See the section of this Report dedicated to the 30th Anniversary.



Children visiting the Foundation's Centre of Memory



## If we could give this experience 10 stars, we would

*"If we could give this experience 10 stars, we would. Our visit to Robben Island and Mandela's final prison home was just wonderful. Hearing Jack's stories about his time with Mandela was truly illuminating, moving, and educational. I would highly recommend this tour to everyone visiting Cape Town. Jack's driver, Owen, was also a great person. His presence was appreciated, and he and Jack were open about any questions we had. A truly special day!"*

- Aileen

# WORKING GLOBALLY

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

The legacy of Nelson Mandela belongs to all who believe in a just society and are willing to work hard to make that a reality, not only in South Africa but globally. That legacy is still an inspiration to people around the world who are involved in continuing struggles for justice. This places a responsibility on the Foundation's shoulders to ensure that its work and its resources are accessible to global audiences.

The Mandela Day campaign continues to have traction internationally. The United Nations supports Nelson Mandela International Day every July and always convenes dialogue spaces in New York at that time. In 2019 the Foundation partnered with institutions in New York to run a number of community-based Mandela Day projects. Good support from South African embassies around the world ensures footprint for the campaign. The Trek4Mandela project saw two Kilimanjaro summits achieved in July and August 2019.

The Foundation has two flagship transnational programmes. One is the Atlantic Fellows for Racial Equity (AFRE), the purpose and strategic objectives of which are outlined above. In 2019 the programme successfully co-convened dialogue processes on the 400th anniversary of the inauguration of

slavery in the United States with Columbia University and on liberatory futures with the Smithsonian African American Museum in Washington. The other is our international leadership development project, a partnership with our New Zealand based publishers Blackwell and Ruth. The project will be launched in 2020 with both online resources and a series of hard copy publications featuring leadership role models from around the world. Already signed up are amongst many others Siya Kolisi, Nobel laureate Denis Mukwege, Greta Thunberg, New Zealand Prime Minister Jacinda Adern and US basketball player Steph Curry.



Chief Executive Sello Hatang greets President Obama

The Foundation co-convened a very successful fundraising event in Washington DC on 27 April 2019 with our sister organizations. Hosted by the National Museum of African American History and Culture, the centrepiece of the evening was a conversation between Mrs Machel and President Obama in which they reflected on Nelson Mandela's legacy in current global contexts.

Our exhibition Mandela: My Life moved from Melbourne Australia to Auckland New Zealand and then to Johannesburg for its South African premiere. Foundation staff members were invited to speak at conferences and other gatherings in Argentina, Belgium, Canada, Germany, Ghana, Palestine, the United Kingdom and the United States. We hosted three international interns, one from Australia and two from China.

“



The more you give racists airtime, the more you are elevating their ideas. If you want to get rid of a narrative you just stop talking about it. This will really not benefit us in any form.

- Facebook

”



International internship



“

## Better. Braver. Bolder.

*“I don't know that I can adequately explain the impact that AFRE is having on me. Something deep-seated is blossoming. Now that I have a point of comparison, I've returned from both modules feeling different. Better. Braver. Bolder. More global. Inspired by what I'm experiencing during the modules and from the cohort, I'm yearning to have a bigger positive impact than I'm having. And I remain grounded in the importance of Black-oriented work. While I'm not yet sure of the path forward, I know that change is afoot.”*

- Cedric Brown (AFRE Fellow)



The Nelson Mandela Foundation is a proud partner of Airbnb. Together, we offer the Airbnb experience 'Robben Island with Mandela's Warder', hosted by Jack Swart, popularly known as Oom Jack. We have been delighted to engage with visitors from across the globe who have shared with us some of their thoughts from the experience:



# This was a truly unique experience.

"This was a truly unique experience. You can of course visit Robben Island on your own, but hearing Jack's stories of what it was like for him adds a whole other perspective. The visit to the house at the former Victor Verster Prison is something else altogether, and is really what sets this experience apart (you can book the house visit separately as well). Seeing the house where Nelson Mandela spent the last 14 months of his imprisonment and especially hearing Jack's stories who cooked for him during this time was fascinating. You'll hear stories you won't find anywhere else. The house itself is not open to the public, so it's a real privilege to be able to visit."

- Willem



# Best wishes to Oom Jack

*"Kindly pass on my greetings and best wishes to Oom Jack-I have fond memories of the Prison home experience a year ago, and wish him happiness and more importantly safety and good health in this time of pandemic. I hope to see him again hopefully in the not too distant future. Cheers and stay safe!"*

- Lonjezo Hamisi, New York City

# GOVERNANCE

*We strive to raise the bar on what it means to be a successful not-for-profit and be regarded as a civil society benchmark.*

The Nelson Mandela Foundation remains one of the most profiled and referenced South African civil society organisation and enjoys a sizeable media market share internationally. Brand awareness is higher than it has ever been. We manage a large part of Nelson Mandela's intellectual property, something which poses a range of unique challenges. Our regularly good financial audit results, positive participant evaluations of our processes and frequent approaches from other organisations to learn from us (these are detailed in the Trusted Voice section above) attest to the strength of our institution. But we remain painfully aware that there remains space for improvement and that institution-building must remain a priority for the organisation. Good progress was made during the report period in a number of areas.

Sharing learnings as widely as possible is a key objective for us. During April 2019 we hosted our key stakeholders for a dialogue on the new strategic plan (2019-2022) which was adopted by our Board of Trustees just before the start of the report period, unveiled the plan publicly, and honoured the donors, sponsors and other partners who have supported our sustainability drive during the year of the centenary of Nelson Mandela's birth. We also unveiled

our new theory of change and strategy for the Mandela Day campaign as it moved into its second decade.

Institution-building has seen: the culture-measuring process begun with Spencer Stuart in 2015 taken into its final phase; our performance appraisal system, salary structure, and remuneration policy reviewed; and preparation for institution-wide M&E and process mapping instruments completed. Assessments of all job descriptions and of our protection of personal information policies were initiated. Succession planning for both our Board and our staff was systematised and its first phase implemented. All staff were also taken through LifeCo's Nelson Mandela: The Champion Within programme and we introduced a monthly Coffee & Conversations series for staff to explore ideas and make connections around critical issues like identity, patriarchy, transformation and personal development.

The Foundation has had an internship programme in place since 2006. We regard it as a key element in making us a learning organisation and one which provides opportunities to individuals from both our primary constituencies (systemically disadvantaged South Africans and global audiences) to learn from the organisation. In 2019 six South

Africans were accommodated on year-long internships and three international interns were hosted for short-term stays.

As an endnote to 2019, and a footnote to this Annual Report's narrative, in December instead of an end of year party the Foundation hosted Mamelodi families who lost loved ones during the apartheid era and who we have been supporting in a variety of ways in the last few years. As we often say to one another, the legacy of Nelson Mandela never sleeps.

Gogo Maria Ntuli, a member of one of the Mamelodi Families narrated the impact of Nelson Mandela Foundation's support on her and her family, saying "We didn't have anything prior to us receiving the food parcels. Also because of the lockdown, some of us didn't even have money to go to the shops and buy food... Last year we received beautiful groceries from the foundation for Christmas. Also, I recently received food parcels as part of their Each One Feed One campaign... It has changed for the better because we were able to provide to our families at this difficult time. The lockdown brought such difficulty to a point that we were wondering where we were going to get our next meal from... Because our journey with them started a long time ago, we were even invited to the

2016 Annual Lecture given by Bill Gates. So from there they have shown that they haven't forgotten us and that they comfort us and also sympathise with us."



Viewing permanent exhibition



Foundation hosts Mamelodi families

**I can see that we are remembered**

*"We thought we were forgotten, but now I can see that we are remembered."*

- Maria Ntuli, Mamelodi Families

# When I joined the Nelson Mandela Foundation, I knew I had made a great decision

*"When I graduated, I had one plan in mind, and that was to align my career with my core values. The plan was to marry my media-communication passion with purpose. When I joined the Nelson Mandela Foundation, I knew I had made a great decision, and as a purpose-driven person, I have continued to thrive. The Foundation has afforded me the opportunity to assist in building collective conscience on challenging social issues and breaking the mould to trigger thought and action. The positive work culture sustained my enthusiasm even in challenging times and working with diverse team members who hold up the values of our founder Nelson Mandela has been awe-inspiring. I have found the most fulfilment in developing concepts in*

*our office and seeing them come to life and affect positively the lives of South Africans. Working on a variety of projects also gave me the chance to observe numerous aspects of communications and marketing, and for this, I want to express my deepest gratitude. I cherish all the opportunities of growth because they not only encouraged personal development but also a greater understanding of self. I hold dear to my heart the inspiring and downright hilarious stories about Nelson Mandela, told tirelessly by colleagues blessed to have worked with the first black democratically elected President of South Africa. This has been an epic journey, thank you."*

**- Noluthando Mdayi, Communications Department intern**



# The Foundation is reaching out to provide help to people who are in need

*"I had a great time, obtaining practical experience and delivering tasks that were assigned to me. My work ethics are enhanced in such a way that I am better able to work individually and within a team. My entire team was welcoming and exemplified a quality of cooperation. This was the best, if not the greatest platform that I have come across to uncover my potential. The level of authenticity and dedication to promote and protect the legacy of*

*Nelson Mandela was amazing. I now have a better understanding and knowledge to preserve the archives digitally. My favourite experiences included my professional engagements with the Foundation and Partners of the Foundation as well as providing reception services. My participation in events such as Mandela Day has taught me how the Nelson Mandela Foundation is reaching out to provide help to people who are in need."*

**- Ogone Phetlhu, Archives Department Intern**

# BOARD OF TRUSTEES

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

The Board has a collective responsibility from the original mandate given to it by Nelson Mandela to give the institution strategic direction, exercise governance oversight, and promote its sustainability. In doing this it is accountable to the Deed of Trust and to a wide range of stakeholders. It consists of nine independent and non-executive trustees who meet quarterly.



## PROFESSOR NJABULO NDEBELE (Chairman)

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

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

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



## NIKIWE BIKITSHA

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

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

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

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



## PROFESSOR CAROLYN HAMILTON

Trained as an historian, Professor Carolyn Hamilton holds a National Research Foundation Chair in Archive and Public Culture at the University of Cape Town (UCT) and has published widely on the preindustrial history of South Africa.

Her recent work focuses on the limits and possibilities of archives, and on operations of power in and through archives. Along with the Nelson Mandela Foundation, Hamilton was responsible for the establishment of the Archival Platform, a civil society-based intervention in the politics of archive and the role of archive in a democracy.

She was previously a member of the board of the South African History Archive, the inaugural Council of Robben Island and a founder member of the Gay and Lesbian Archive. After Madiba was released in 1990, she had the "terrifying honour" of being one of his speech writers.



## MAYA MAKANJEE

Ms Makanjee obtained a Master's degree in Business Leadership (MBL) through the University of South Africa, graduating cum laude, and a Bachelor of Commerce degree from the University of KwaZulu-Natal in Durban. She was educated in Durban, before spending four years at the University of Mumbai to complete a Bachelor of Fine Arts degree in Dance.

She is the Chair of the Remuneration Committee at the Nelson Mandela Foundation and is also an independent non-executive director and currently serves on the boards of Tiger Brands, Mpact, AIG, Truworths International, Datatec, NOSA and FEM Education Foundation.

She has gained extensive experience in Southern African Development Community countries, as well as in some Asian markets. She has held executive director positions in financial services, human resources, marketing communications, corporate affairs, strategy and business re-engineering.

Her executive roles included that of Chief Officer, Corporate Affairs at Vodacom, CEO of FinMark Trust, Corporate Affairs Director for Africa and Asia at SABMiller, Communication, Public Affairs and Human Resources Director for Southern and Eastern Africa at Nestle, and Deputy Group Executive for Strategic Planning at Telkom, among others.



## SELLO MOLOKO

Sello Moloko is co-founder and Executive Chairman of Thesele Group and has a wealth of business experience gained over more than 25 years in financial services (investment management and employee benefits). He holds a BSc Honours degree and a Postgraduate Certificate in Education from the University of Leicester and the AMP from the Wharton School. Mr Moloko holds positions as the Chair of the Investment Committee at the Nelson Mandela Foundation and independent non-executive chairman of both Sibanye-Stillwater Limited and General Reinsurance Africa.

He also serves on the Boards of Prudential Investment Managers, DG Capital, Telkom and Stor-Age REIT Limited. Mr Moloko has previously served on the Boards of several listed companies, including Alexander Forbes Group Holdings Limited (as non-executive chairman), Gold Fields Limited, Makalani Holdings Limited, Acucap Properties Limited and Sycam Property Fund.

He is the former CEO of Old Mutual Asset Managers and former deputy CEO of Capital Alliance Asset Managers, firms he initially joined as a senior portfolio manager and an analyst, respectively. He is a Trustee of the University of Cape Town Foundation. He was the national president of the Association of Black Securities and Investment Professionals (ABSIP) from 2005 to 2007. In 2003, ABSIP presented him with the Financial Services Pioneer Award in recognition of his achievements in the field of investment management.



## KGALEMA MOTLANTHE

While working for the Johannesburg City Council in the 1970s, Kgalema Motlanthe was recruited into Umkhonto we Sizwe (MK), the then armed wing of the ANC. After 11 months' detention in John Vorster Square Police Station in central Johannesburg, he was sentenced to an effective 10 years' imprisonment in 1977, which he served on Robben Island. After his release in 1987, he was tasked with strengthening the trade union movement while working for the National Union of Mineworkers (NUM).

In 1992, he was elected as NUM General Secretary and was involved in the establishment of the Mineworkers Investment Company, Mineworkers Development Agency and the J.B. Marks Education Fund, which focused on the developmental needs of ex-mineworkers, their dependents and communities. He also served two five-year terms as Secretary General of the ANC. He was president of South Africa from September 2008 to May 2009. During this time, he joined world leaders in the G20 and other multilateral bodies to respond to the global financial crisis.

At home he worked with organised business, labour and civil society to minimise the impact of the crisis on South Africa's economy. After the end of his presidency, he was appointed deputy president by his successor, Jacob Zuma, and held this position until May 2014. He now heads the Kgalema Motlanthe Foundation, which was established when he left government.



**FUTHI MTOBA**

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

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

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



**TOKYO SEXWALE**

Tokyo Sexwale was a member of the Black Consciousness Movement in the late 1960s before he joined the ANC in the 1970s. He served 13 years on Robben Island for his political activities before being released in 1990. After the 1994 election, he was the first premier of Gauteng Province, later served as Minister of Human Settlements and is currently an Honorary Colonel in the South African Air Force.

He founded Mvelaphanda Holdings (Pty) Ltd, primarily a mining and energy house with a range of other business interests. He is also a trustee and founder of the Sexwale Family Foundation and the Desmond Tutu Peace Trust. He serves as the Chair of the Resource Mobilisation Committee at the Nelson Mandela Foundation and is also a member of the Brookings Institution International Advisory Council, and of FIFA's Global Task Force against Racism and Discrimination and its Media Committee. He is also the founder of Global Watch: Say No To Racism-Discrimination in All Sport.

He holds honorary doctorates from universities in the United Kingdom and United States of America, and has authored numerous political and economic articles as well as poetry.

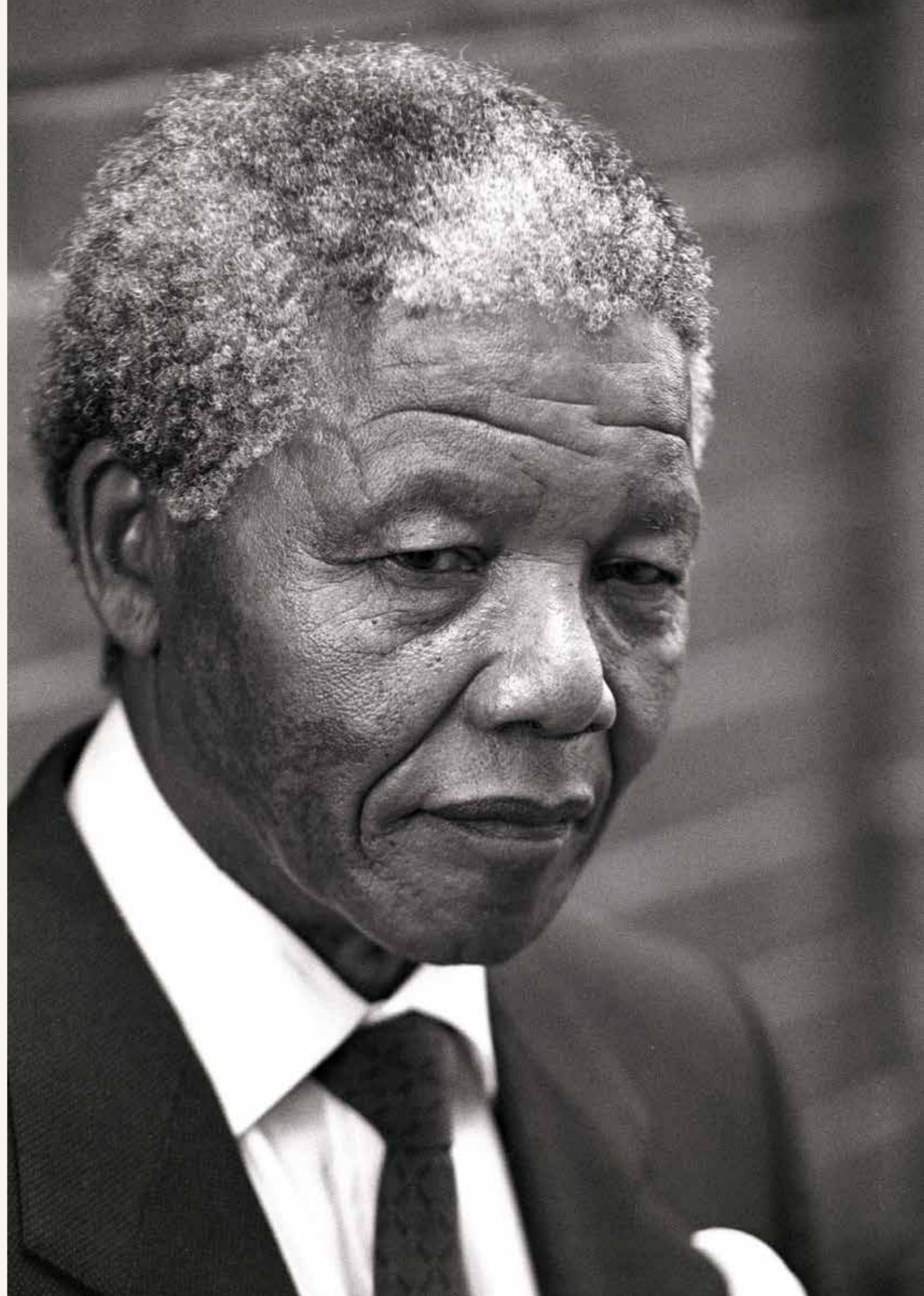


**DR MAMPHELA RAMPHELE**

Dr Mamphele Ramphele has had a celebrated career as an activist, medical doctor, academic, businesswoman, global public servant and political thinker. Following the Soweto Uprising in 1976, she was detained without trial, released after five months and soon afterwards was served with an apartheid banning order.

She studied medicine at the then University of Natal, has a BCom degree, a Diploma in Tropical Hygiene, a Diploma in Public Health and a PhD in Social Anthropology.

She went on to become vice-chancellor of UCT, then one of four MDs of the World Bank, based in Washington, DC. Dr Ramphele is the author of several books and publications on socio-economic issues in South Africa. She has received numerous national and international awards acknowledging her scholarship and leading role in spearheading projects for marginalised people in South Africa and elsewhere.



# OUR STAFF

Agnes Manamela  
Ann-Young Maharaj  
Bongiwe Mzondeki  
Buyi Sithuba  
Clive Maluleke  
Ethel Arends  
Fikile Gama  
Florence Garishe  
Given Tucks  
Heather Henriques  
Joe Ditabo  
Kealeboga Morembe  
Kerileng Netshishivhe  
Khalil Goga  
Kneo Mokgopa  
Lee Davies  
Lerato Tshabalala  
Lesego Maforah  
Limpho Monyamane  
Luzuko Koti  
Maeline Engelbrecht

Chief Executive's Office Intern  
Exhibitions Coordinator  
Human Resources Coordinator  
Personal Assistant to the Chief Executive  
Mandela Day Coordinator  
Records Management Coordinator  
Events Coordinator  
Receptionist  
Procurement & Finance Officer  
Head: Intellectual Property & Governance  
Facilities Supervisor  
Communications & Marketing Coordinator  
Finance & Support Services Director  
Dialogue Director  
Communications & Advocacy Manager  
Digital Community Manager  
Junior Archivist  
Special Projects Coordinator  
Chief Operations Officer  
Communications Director  
Fundraising Coordinator

Morongoa Thobakgale  
Namile Mchunu  
Noluthando Mdayi  
Noreen Wahome  
Ogone Phetlhu  
Patronella Nqaba  
Razia Saleh  
Samantha Mashapa  
Sahm Venter  
Sello Hatang  
Senzo Mahaye  
Simo Phakathi  
Sophia Molelekoa  
Sumaya Hendricks  
Sylvia Graham  
Tshimangadzo Mbulawa  
Verne Harris  
Victoria Bungane  
Vuyiswa Nkomo  
Yase Godlo  
Zandile Myeka  
Zanele Riba

Programme Coordinator: Atlantic Fellows for Racial Equity  
Accountant  
Communications Intern  
Donor Care Coordinator  
Archives & Research Intern  
Researcher: Atlantic Fellows for Racial Equity  
Archives Director  
Dialogue Intern  
Senior Researcher  
Chief Executive  
Support Services Intern  
Mandela Day Intern  
Junior Archivist  
Dialogue Analyst  
Programme Coordinator: Atlantic Fellows for Racial Equity  
Information Technology Technician  
Head: Knowledge & Leadership Development  
Atlantic Fellows for Racial Equity: Senior Fellows Programme Coordinator  
Financial Accountant  
Mandela Day & Special projects Director  
Junior Archivist  
Audiovisual Archivist



# AUDITED FINANCIAL STATEMENTS

## The Nelson Mandela Foundation Trust

(Registration number IT9259/99)

Financial Statements for the year ended 29 February 2020

### Statement of Financial Position as at 29 February 2020

	Note(s)	2020 R	2019 R
<b>Assests</b>			
<b>Non-Current Assets</b>			
Investment property	3	6 750 000	6 150 000
Property, plant and equipment	4	24 122 260	18 708 372
Right-of-use assets	14	639 076	-
Intangible assets	5	3 836 795	3 522 838
Financial assets at fair value through other comprehensive income	6	308 403 503	295 120 930
Other non-current assets	7	1 600 000	-
		<b>345 351 634</b>	<b>323 502 140</b>
<b>Current Assets</b>			
Inventories	9	-	1 555 000
Trade and other receivables	10	11 767 333	9 108 205
Cash and cash equivalents	11	79 990 025	64 809 753
		<b>91 757 358</b>	<b>75 472 958</b>
<b>Total Assets</b>		<b>437 108 992</b>	<b>398 975 098</b>
<b>Equity and Liabilities</b>			
<b>Equity</b>			
Contribution	12	1 000	1 000
Reserves		118 058 626	125 131 745
Retained income		277 056 186	249 033 225
		<b>395 115 812</b>	<b>374 165 970</b>
<b>Liabilities</b>			
<b>Non-Current Liabilities</b>			
Lease liabilities	14	618 600	19 550
Deferred income	15	7 170 590	7 768 140
		<b>7 789 190</b>	<b>7 787 690</b>
<b>Current Liabilities</b>			
Current tax payable		2 736 101	1 953 154
Lease liabilities	14	146 848	223 256
Trade and other payables	16	2 990 130	2 577 652
Deferred income	15	28 330 911	12 267 376
		<b>34 203 990</b>	<b>17 021 438</b>
<b>Total Liabilities</b>		<b>41 993 180</b>	<b>24 809 128</b>
<b>Total Equity and Liabilities</b>		<b>437 108 992</b>	<b>398 975 098</b>

## The Nelson Mandela Foundation Trust

(Registration number IT9259/99)

Financial Statements for the year ended 29 February 2020

### Statement of Profit or Loss and Other Comprehensive Income

	Note(s)	2020 R	2019 R
Designated income	18	40 865 642	38 701 890
Donations	18	29 148 975	45 205 674
Royalty income	18	8 579 113	13 385 250
Sales	19	(55 858)	616 221
<b>Total revenue</b>		<b>78 537 872</b>	<b>97 909 035</b>
Other income	20	21 332	52 350
Cost of sales	21	(20 328)	(322 424)
Operating expenses		(72 325 290)	(97 360 884)
		<b>6 213 586</b>	<b>278 077</b>
<b>Operating Surplus</b>			
Investment revenue	23	21 952 398	19 697 911
Finance costs	24	(108 575)	(31 107)
Fair value adjustments		748 500	75 000
<b>Surplus before taxation</b>		<b>28 805 909</b>	<b>20 019 881</b>
Taxation	25	(782 947)	(1 953 154)
<b>Surplus after taxation</b>			
<b>Other comprehensive income:</b>			
<b>Items that may be reclassified to profit or loss:</b>			
Changes in fair value of financial instrument	26	(7 073 119)	8 495 679
<b>Other comprehensive income for the year net of taxation</b>	26	<b>(7 073 119)</b>	8 495 679
<b>Total comprehensive income for the year</b>		<b>20 949 843</b>	<b>26 562 406</b>

# AUDITED FINANCIAL STATEMENTS

## The Nelson Mandela Foundation Trust

(Registration number IT9259/99)

Financial Statements for the year ended 29 February 2020

### Statement of Changes in Equity

	Contribution	Fair value adjustment -financial instruments through FVOCI	Accumulated Surplus	Total Equity
	R	R	R	R
<b>Balance at 01 March 2018</b>	<b>1 000</b>	<b>116 636 066</b>	<b>230 966 498</b>	<b>347 603 564</b>
Profit for the year	-	-	18 066 727	18 066 727
Other comprehensive income	-	8 495 679	-	8 495 679
Total comprehensive income for the year	-	<b>8 495 679</b>	<b>18 066 727</b>	<b>26 562 406</b>
<b>Balance at 01 March 2019</b>	<b>1 000</b>	<b>125 131 745</b>	<b>249 033 224</b>	<b>374 165 969</b>
Profit for the year	-	-	28 022 962	28 022 962
Other comprehensive income	-	(7 073 119)	-	(7 073 119)
Total comprehensive income for the year	-	<b>(7 073 119)</b>	<b>28 022 962</b>	<b>20 949 834</b>
<b>Balance at 29 February 2020</b>	<b>1 000</b>	<b>118 058 626</b>	<b>277 056 186</b>	<b>395 115 812</b>
Note(s)	12	26		

## The Nelson Mandela Foundation Trust

(Registration number IT9259/99)

Financial Statements for the year ended 29 February 2020

### Statement of Cash Flows

	Note(s)	2020 R	2019 R
<b>Cash flows from operating activities</b>			
Cash receipts from customers		89 402 334	96 105 591
Cash paid to suppliers and employees		(69 828 987)	(99 621 748)
Cash generated from/(used in) operations	27	19 573 347	(3 516 157)
Tax paid	28	-	(1 638 235)
<b>Net cash from operating activities</b>		<b>19 573 347</b>	<b>(5 154 392)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	4	(7 653 907)	(675 202)
Proceeds on sale of property, plant and equipment	20	21 332	52 285
Purchase of other intangible assets	5	(978 077)	(721 604)
Interest Income		3 582 980	3 183 540
<b>Net cash from investing activities</b>		<b>(5 027 672)</b>	<b>1 839 019</b>
<b>Cash flows from financing activities</b>			
Payment on lease liabilities		(230 036)	(230 829)
Additions to leases		864 632	-
<b>Net cash from financing activities</b>		<b>634 596</b>	<b>(230 829)</b>
<b>Total cash movement for the year</b>		<b>15 180 271</b>	<b>3 546 203</b>
Cash at the beginning of the year		64 809 754	68 355 957
<b>Total cash at end of the year</b>		<b>79 990 025</b>	<b>64 809 754</b>



# RECOGNITION OF OUR DONORS

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

- |                                |  |  |  |   |  |
|--------------------------------|--|--|--|---|--|
| <i>Absa</i>                    | <i>Charities Aid Foundation</i>                            | <i>Europa Art</i>                                | <i>Jochen Lansky</i>                             | <i>Norwegian Royalties</i>                              | <i>Tuning Fork</i>                               |
| <i>AirBnB</i>                  | <i>Community of Jesus</i>                                  | <i>FNB</i>                                       | <i>Jonathan Ball</i>                             | <i>Orlando Pirates</i>                                  | <i>Uber</i>                                      |
| <i>Andrew Dunn</i>             | <i>Conseil International</i>                               | <i>Ford Foundation</i>                           | <i>Kaizer Chiefs</i>                             | <i>Palasport</i>  | <i>UK Online Giving Foundation</i>               |
| <i>AngloGold Ashanti</i>       | <i>Coronation</i>  | <i>FujiFilm</i>                                  | <i>Kaya FM</i>                                   | <i>Philips</i>  | <i>United Arab Emirates Embassy South Africa</i> |
| <i>Anne McClaren</i>           | <i>Crema Nail Beauty</i>                                   | <i>Ghino Johnson</i>                             | <i>Keith Kirsten Horticultural International</i> | <i>Princeton University</i>                             | <i>United International Pictures</i>             |
| <i>Aspen Pharmacare</i>        | <i>De Elie Wuyts</i>                                       | <i>Graeme</i>                                    | <i>Kena &amp; Nosipho</i>                        | <i>Richmark Holdings</i>                                | <i>University of Johannesburg</i>                |
| <i>Assupol Life</i>            | <i>De H Pieter Maes</i>                                    | <i>Hanns Seidel Foundation</i>                   | <i>KID</i>                                       | <i>SA Mint</i>  | <i>Verne Harris</i>                              |
| <i>ATC South Africa</i>        | <i>Department of Sports, Art, Culture &amp; Recreation</i> | <i>HCL</i>                                       | <i>Lala Family</i>                               | <i>Samsung Electronics</i>                              | <i>Vodacom</i>                                   |
| <i>Atlantic Philanthropies</i> | <i>Distell</i>   | <i>High Commission of Canada in South Africa</i> | <i>Lappies Testing</i>                           | <i>Satrix</i>   | <i>Woolworths</i>                                |
| <i>ATNS</i>                    | <i>Documentary Japan</i>                                   | <i>Huybrechts Walter</i>                         | <i>Legacy Alive</i>                              | <i>Sello Hatang</i>                                     | <i>Yaseen Theba</i>                              |
| <i>Ayanda CM</i>               | <i>Dons Joburg Accueil</i>                                 | <i>Huyghe Joannes</i>                            | <i>Mandela Trust</i>                             | <i>Sello Motaung</i>                                    | <i>Zuko Mdwaba</i>                               |
| <i>Ban Jayson/Maru</i>         | <i>Dr Mseleku Legacy</i>                                   | <i>IDC</i>                                       | <i>Mar</i>                                       | <i>SOM Management</i>                                   |  |
| <i>Blackwell &amp; Ruth</i>    | <i>Dr Ramasia</i>  | <i>Indwe</i>                                     | <i>Masiwela</i>                                  | <i>South African Embassy in Beijing</i>                 |  |
| <i>BTKM</i>                    | <i>DRBR</i>  | <i>Into Africa African Wholesalers</i>           | <i>Melvin Bennun</i>                             | <i>Stancom</i>  |  |
| <i>Busmark</i>                 | <i>Eden Prep</i>   | <i>Itumeleng Kgaboesele</i>                      | <i>Morwane</i>                                   | <i>Stichting Friends of Nelson Mandela in Amsterdam</i> |  |
| <i>Capfin</i>                  | <i>EMM Implementation</i>                                  | <i>Jabulile Maseko</i>                           | <i>Motlokwe Sebake</i>                           | <i>Terry Yates</i>                                      |  |
| <i>Cashfocus Hellman</i>       | <i>Engen</i>   | <i>Jacana Media</i>                              | <i>Mpho Pheeha</i>                               | <i>The Rhodes Trust</i>                                 |  |
| <i>Catalyst</i>                | <i>Ernst &amp; YOUNG</i>                                   | <i>Jankz Office Imports</i>                      | <i>My Architech- SA</i>                          | <i>Thesele Group</i>                                    |  |
| <i>Chantal Brickles</i>        |  |  | <i>Nedbank</i>                                   |   |  |





## BE PART OF THE LEGACY

SUPPORT THE WORK OF THE NELSON MANDELA FOUNDATION.

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

MR / MRS / MS / DR	
NAME	
LAST NAME	
ADDRESS	
CITY	
PROVINCE/STATE	
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IS THIS A MONTHLY GIFT	<input type="checkbox"/> <input type="checkbox"/>
CREDIT CARD NUMBER	

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

SECURITY CODE	
EXPIRATION DATE	

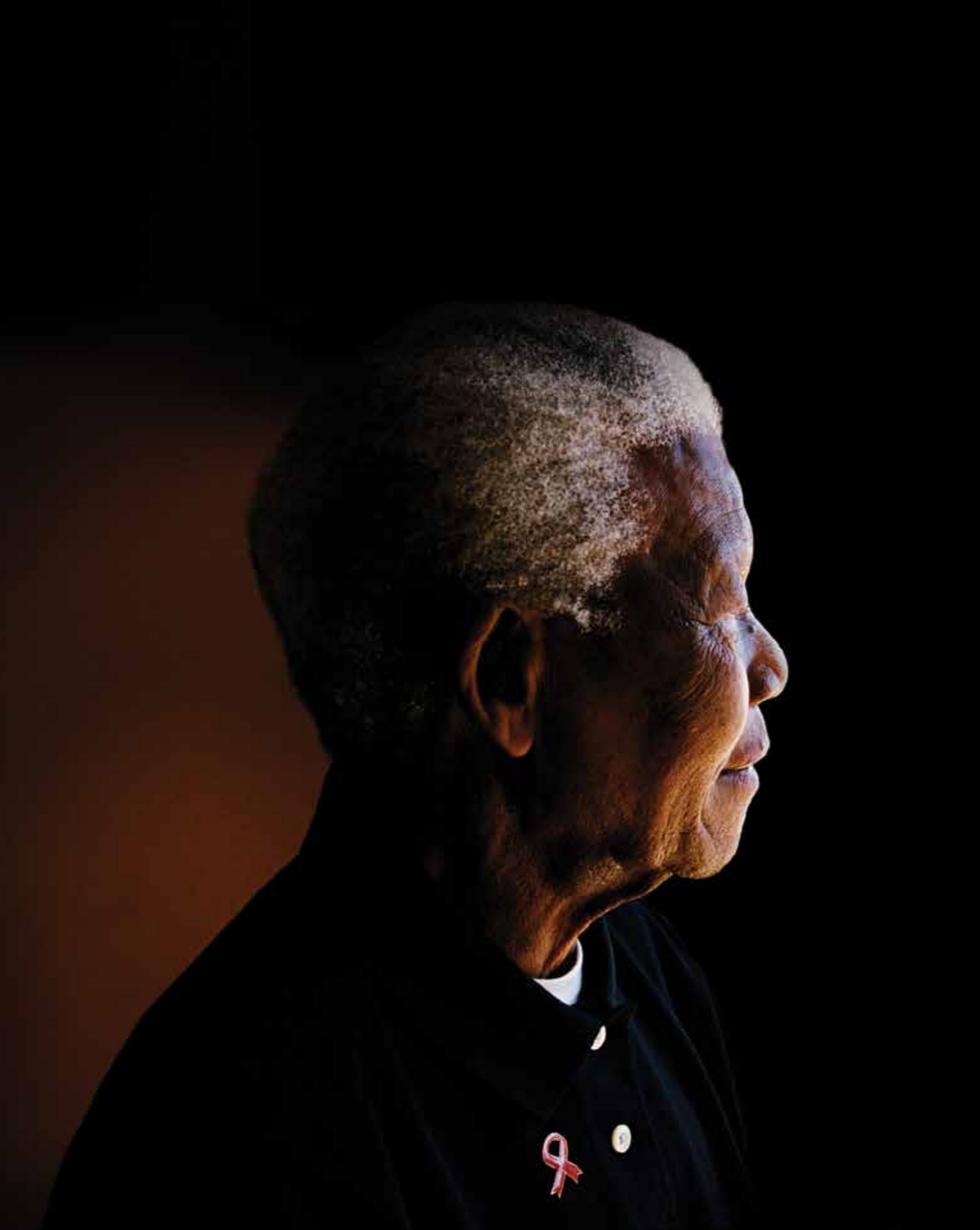
Donations can be made securely online by credit card or PayPal. Simply visit [www.nelsonmandela.org](http://www.nelsonmandela.org). Or, you can mail a check payable to **KBFUS**, with a memo designation for the Nelson Mandela America Fund, to:

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

### NELSON MANDELA FOUNDATION BANKING DETAILS

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

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



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