



# ANNUAL REPORT

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MARCH 2013–FEBRUARY 2014



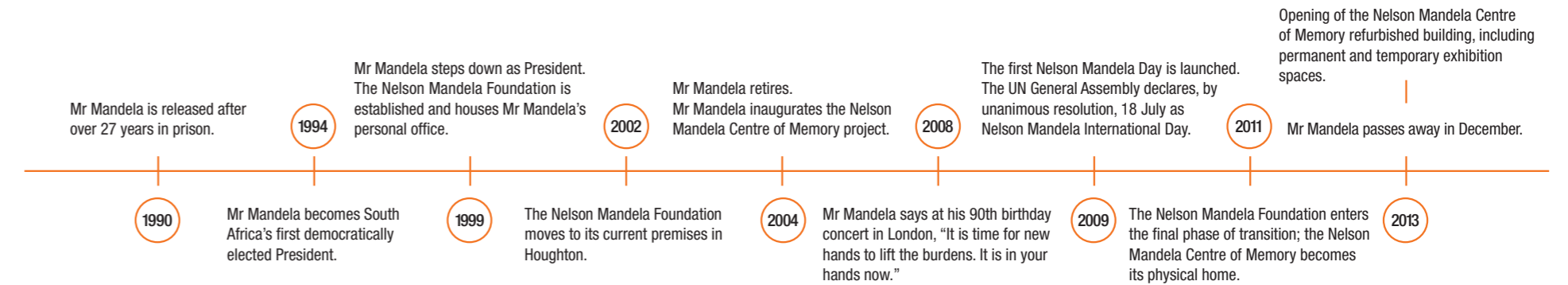
NELSON MANDELA  
FOUNDATION

*Living the legacy*

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

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

## OUR EVOLUTION



### VISION

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

### MISSION

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

### CORE WORK

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

### SLOGAN

"Living the legacy"

### THE SPIRAL

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



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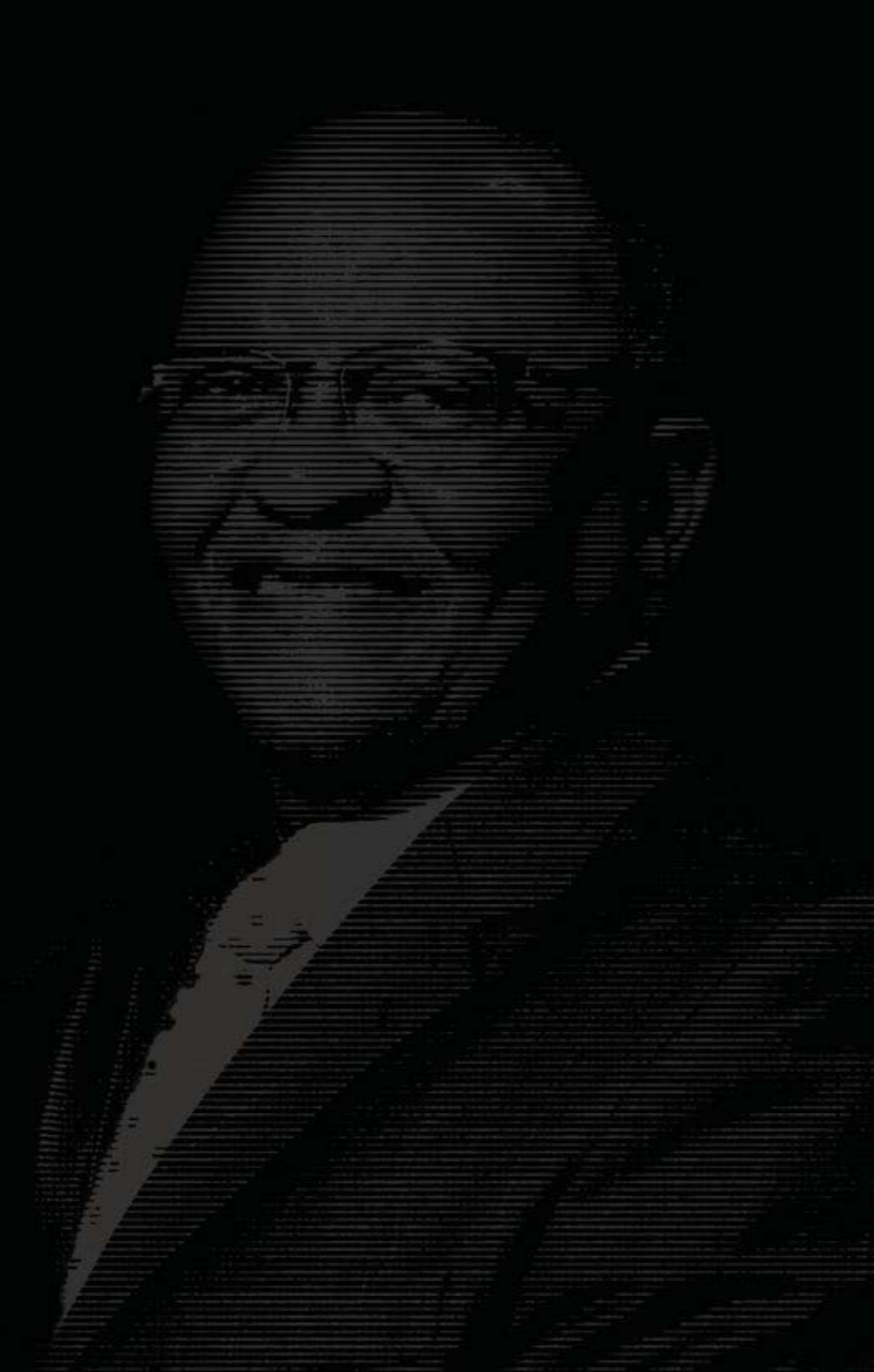
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# MESSAGE FROM THE CHAIRMAN

N J A B U L O S . N D E B E L E

CHAIRMAN OF THE BOARD OF TRUSTEES  
OF THE NELSON MANDELA FOUNDATION

Madiba is gone, but his legacy lives on. Madiba is at rest, but we cannot rest while there is work to be done.



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

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

His departure left us feeling exposed. But his memory gives us energy and purpose. We send our gratitude to our friends and supporters in South Africa and the world over, who helped us mourn with his widow Graça Machel, Winnie Madikizela-Mandela, his children, grand-children, great grand-children, and all South Africans. With such global goodwill we can face the future with some confidence.

Sello Hatang, our new Chief Executive Officer, and his dedicated team of staff drew on vast reserves of imagination and endurance to take us through the turbulence of grief.

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

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

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

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

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

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

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

– Nelson Mandela, from a letter to Franklin Sonn, written in Victor Verster, Paarl, South Africa, 21 August 1989





# CHIEF EXECUTIVE'S REVIEW

SELLO HATANG

CHIEF EXECUTIVE OF THE  
NELSON MANDELA FOUNDATION

With the passing of our Founder and the opening of our Centre of Memory, the Nelson Mandela Foundation has come of age as one of a family of organisations mandated to promote Mr Mandela's legacy.

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

By any standards, this was an extraordinary moment in the life of an institution. We ended the report period still in mourning but determined to keep Mr Mandela's legacy alive by pursuing the mandate he gave us, with passion and endurance.

#### The organisational challenge was exacerbated by five other demands:

- Completion of our building's refurbishment project and the installation of permanent exhibition and reading-room resources
- The opening of the refurbished building as a public facility, the Nelson Mandela Centre of Memory, in November 2013
- The appointment of a new Chief Executive and a restructuring of the senior management team
- The development of a new five-year strategic plan (2013-2018) through an exhaustive consultative process
- A robust recasting of organisational messaging designed to communicate clearly and unambiguously to global audiences that the Foundation's work must continue despite the Founder's passing, and that the Centre of Memory forms the hub for that work.

All of this impacted profoundly on the organisation's routine programmatic work.

#### Programmatic work

The key objective for the Foundation's programme in 2013-2014 was to sustain high levels of core function delivery at the same time as meeting the extraordinary demands created by the factors outlined above. It is testimony to the hard work and dedication of programme staff that this objective was not only achieved, but surpassed in many key areas.

#### Highlights during the year included:

- The growth of our web-based and social media delivery platforms was substantial and sustained. We can now say that we routinely reach millions of people globally with our content
- Successful completion of the Foundation's Centre of Memory and its opening as a public facility was a significant milestone. The Centre was launched by the President of South Africa, Mr Jacob Zuma, in November 2013 and has received widespread praise for its architecture, its utility and its resources
- The Centre of Memory was put to an extraordinary test in the weeks after our Founder's passing. Due to public demand daily gatherings were organised to allow people to mourn, commemorate and reflect. In this period nearly a 1 000 people a day used the facility
- All our systems were put under enormous strain in the period immediately before and after our Founder's passing. High-quality planning and preparation ensured that all our systems accommodated the demands and that services were delivered without interruption. Notable in this regard was the work done to ensure an unbroken web presence despite an unprecedented spike in use (see Annexure B)
- Highly successful Nelson Mandela International Day and Nelson Mandela Annual Lecture programmes were delivered
- A greater range and a greater number of dialogues than ever before were convened, supported or hosted. The Mandela Dialogues, an international series involving participants from 10 countries, took us into completely new dialogue terrain.

#### Resource mobilisation

The Foundation had planned a strong resource mobilisation drive focused on previously untapped sources for 2013-2014. However, this was put on hold during Mr Mandela's long hospitalisation as it was felt to be inappropriate in such circumstances. This was reinforced, of course, by his passing and the period of mourning which then unfolded.

The drive was replaced by an emphasis on enhancing donor relations, consolidating existing partnerships, and scoping potential new income

streams. We maintained a substantial and diverse range of donors (see the list of donors elsewhere in this report). The Foundation explored funding environments in Asia and the Middle East.

We examined the potential of the Centre of Memory to generate income. With the support of the King Baudouin Foundation, the Foundation partnered with Faircom New York to promote advocacy and investment in its work in the US market. We maintained our online giving platforms, supporting individual giving in the USA (Network for Good) and in South Africa (GivenGain). And an expanded investment programme saw our endowment fund grow significantly.

#### Conclusion

With the passing of our Founder and the opening of our Centre of Memory, the Nelson Mandela Foundation has come of age as one of a family of organisations mandated to promote Mr Mandela's legacy. I wish to thank our donors, partners and other stakeholders for generous support through a particularly challenging year.

Mr Mandela's family has reached out to us and the team throughout. Our Board has been a pillar of strength. I am especially indebted to our Chairman, Professor Njabulo Ndebele, who always prioritised the Foundation and was unstinting in making his wisdom and his encouragement available to me. Finally, a big-thank you to our staff for staying the course.



“There is no single individual who can undertake the enormous task of solving the problems of this country. If anybody has acquired any particular status that is due very largely to what the organisation has done.”

— Nelson Mandela, from an interview with James Robbins of the BBC, at his house in Soweto, South Africa, 14 February 1990



# THE OPENING

OF THE REFURBISHED  
NELSON MANDELA  
CENTRE OF MEMORY  
18 NOVEMBER 2013





# DIALOGUE AND ADVOCACY

The Nelson Mandela Foundation is committed to securing a dialogue component to all its work. This is regarded as a key value, rooted in Nelson Mandela's legacy.



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

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

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

#### Worth specifically mentioning are the following:

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

#### Advocacy interventions:

- The Foundation pursued sustained engagement with public debates around the Protection of State Information Bill. In November 2013, it published an assessment of the Bill, arguing that in several respects it is unconstitutional

- The Foundation continued to conduct follow-up work in response to the Department of Justice's failure to provide access to records related to Mr Mandela (in response to a formal Promotion of Access to Information Act request), and to liaise with the National Intelligence Agency about Mandela-related materials in its custody

- Through the Archival Platform, the Foundation monitored the passing of the Protection of Personal Information Act and commissioned an analysis of the legislation's implications for memory institutions

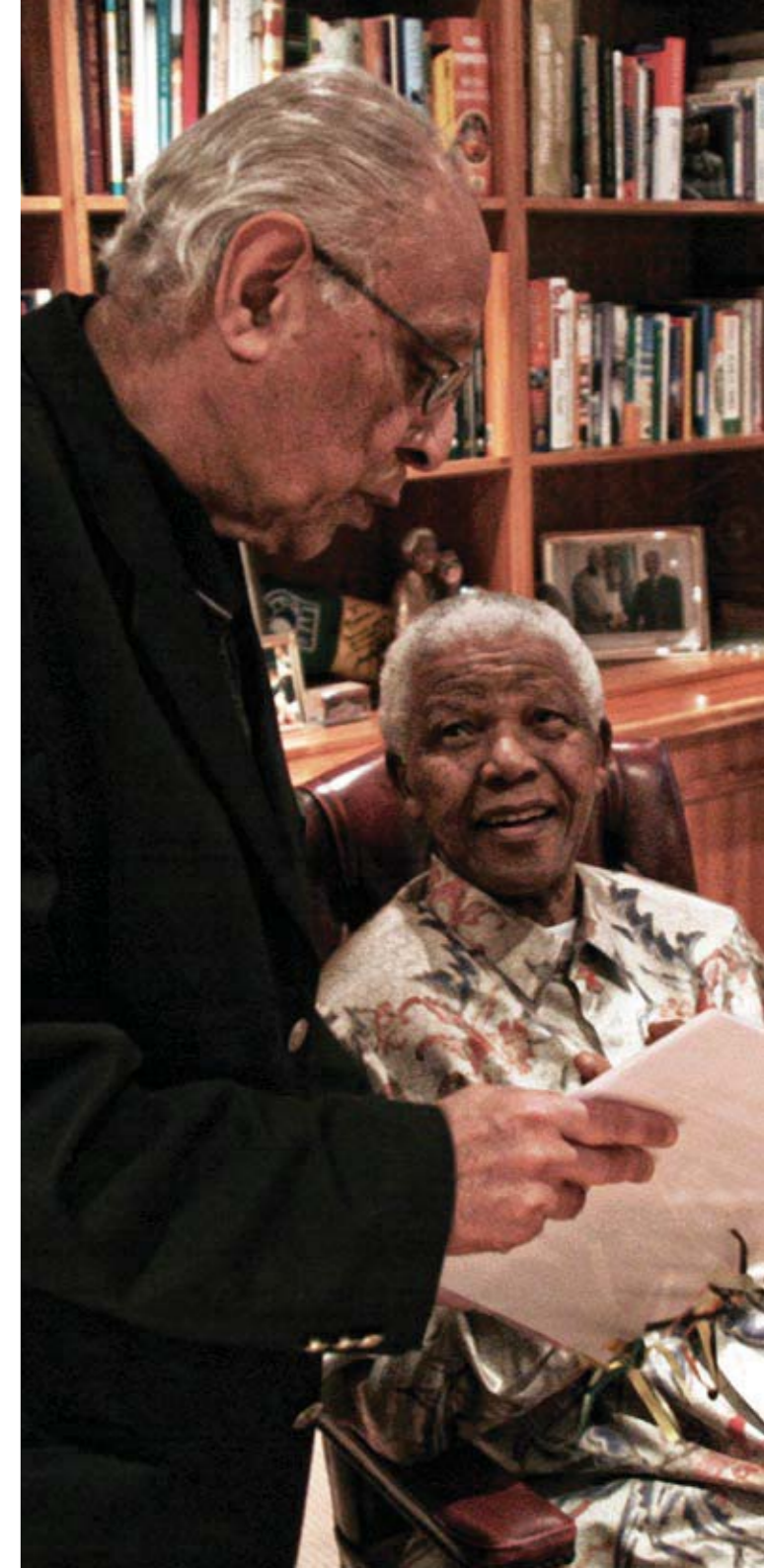
- In November 2013, the Foundation launched its first major international dialogue series, in partnership with the GIZ Global Leadership Academy. Focusing on transitional justice and reckoning with oppressive pasts, the series involves 26 participants from 10 countries. The series was launched with a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

#### Formal dialogues:

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

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

Staff members contributed to professional publications and delivered papers at professional gatherings in Canada, Germany, Japan, Portugal, South Africa and the United States.

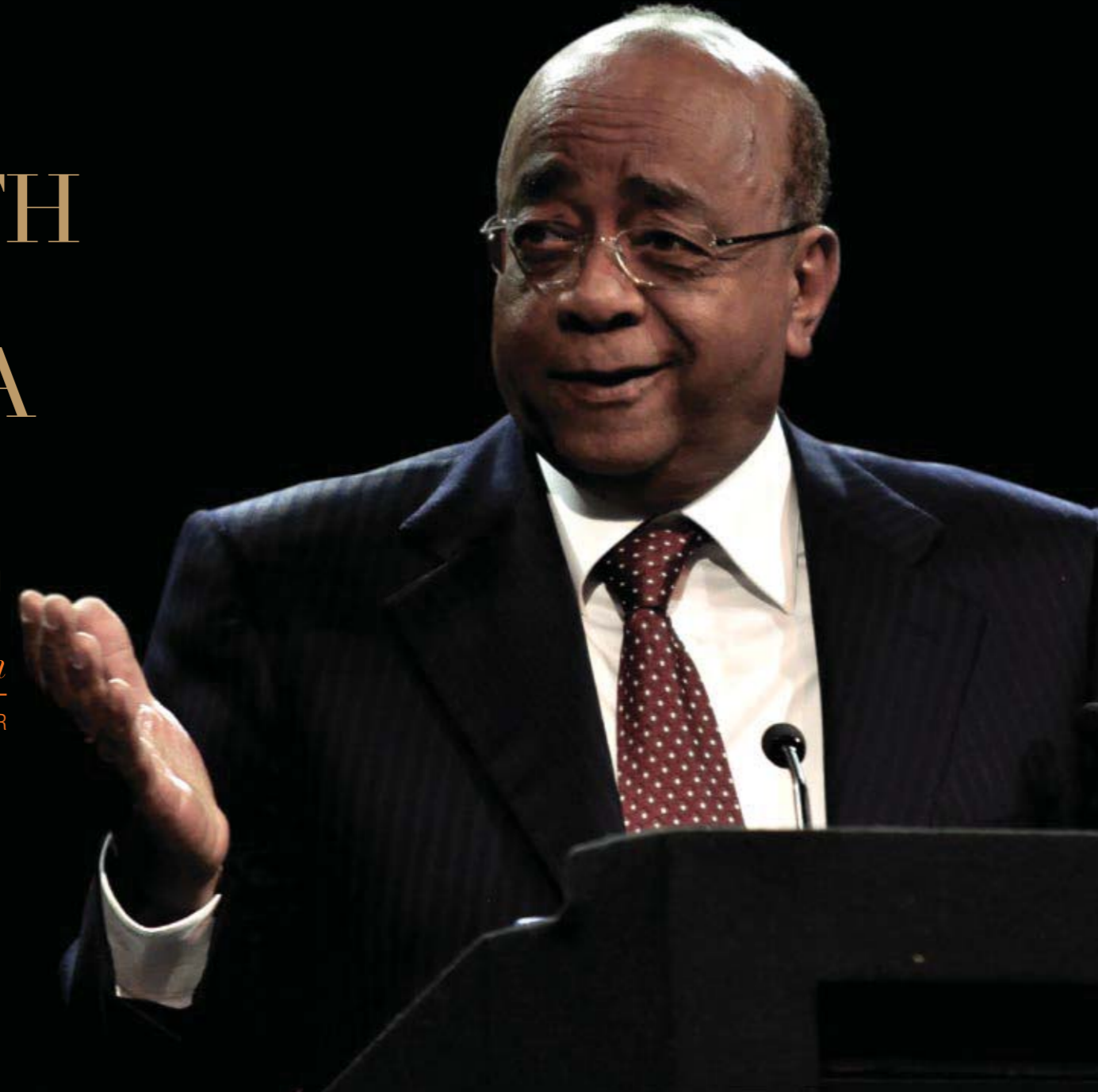




# ELEVENTH NELSON MANDELA ANNUAL LECTURE

*Building Social Cohesion*

FEATURING GUEST SPEAKER  
DR MO IBRAHIM



## THE ELEVENTH NELSON MANDELA ANNUAL LECTURE

The renowned African business leader and philanthropist Dr Mo Ibrahim delivered the Eleventh Nelson Mandela Annual Lecture, on the 17th of August at the University of South Africa in Tshwane.

Speaking at the University of South Africa, which awarded Nelson Mandela his law degree in 1989, Dr Ibrahim explored the question of social cohesion in African and global contexts. He issued a strong challenge for good leadership before an audience of close to 1 000 people.

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

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

**In addition to the Lecture, Dr Ibrahim engaged in three formal dialogues:**

- A conversation with Jay Naidoo and Irene Charnley on business and social cohesion, at the Foundation's Centre of Memory
- A dialogue with South African youth changemakers at Johannesburg's Maboneng Precinct, on active citizenship
- A conversation on gender with Graça Machel, Ferial Haffajee, Aisha Mohamed and Kave Bulambo at Freedom Park.





# THE ARCHIVAL PLATFORM

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

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



The Archival Platform was established by the Nelson Mandela Foundation and the Archive and Public Culture Initiative at the University of Cape Town in response to challenges raised by delegates to the 2007 National System, Public Interest Conference.

This important dialogue, co-convened by the National Archives, the Nelson Mandela Foundation and the Witwatersrand University's Constitution of Public Intellectual Life Research Project, was a high-profile attempt to draw attention to the growing crisis in the archive.

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

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

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

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

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

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

[www.archivalplatform.org](http://www.archivalplatform.org)



# INTERNATIONAL MANDELA DIALOGUES

In 2012 the German State funding agency GIZ approached the Nelson Mandela Foundation to be its partner in an international dialogue series, designed to explore the role of memory and of archives in post-conflict and post-oppression scenarios.



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

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

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

The participants were activists, analysts and functionaries, with many straddling (over time or at the moment) these somewhat artificial categories. Despite their different national contexts, experiences and professions, the participants shared with the two convening organisations

a sense of having reached an impasse in their personal and professional capacities – a sense of there being more questions than answers about memory work. They shared a common desire to grapple with the difficult questions they face in their daily practice, and to learn from each other.

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

Through immersion the participants are offered a chance to reflect both on the similarities and differences between these contexts and their own regional, national and local experiences. In doing so, it is expected that the difficult, perhaps yet even unidentified, global questions about memory work will emerge.

In South Africa the immersion was provided by opportunities to engage South Africans and to see or visit a range of spaces, landscapes and memory sites: the Nelson Mandela Foundation's Centre of Memory in Houghton, Johannesburg, Nelson Mandela's Alexandra and Johannesburg

homes, Alexandra township (Johannesburg), the Cradle of Humankind, the Sterkfontein caves, the Voortrekker Monument (Pretoria) and Freedom Park (Pretoria).

The dialogue concluded at the NMF's Centre of Memory, with an interaction between the 26 participants and a group of South Africans offering a broad range of perspectives.

#### The latter comprised:

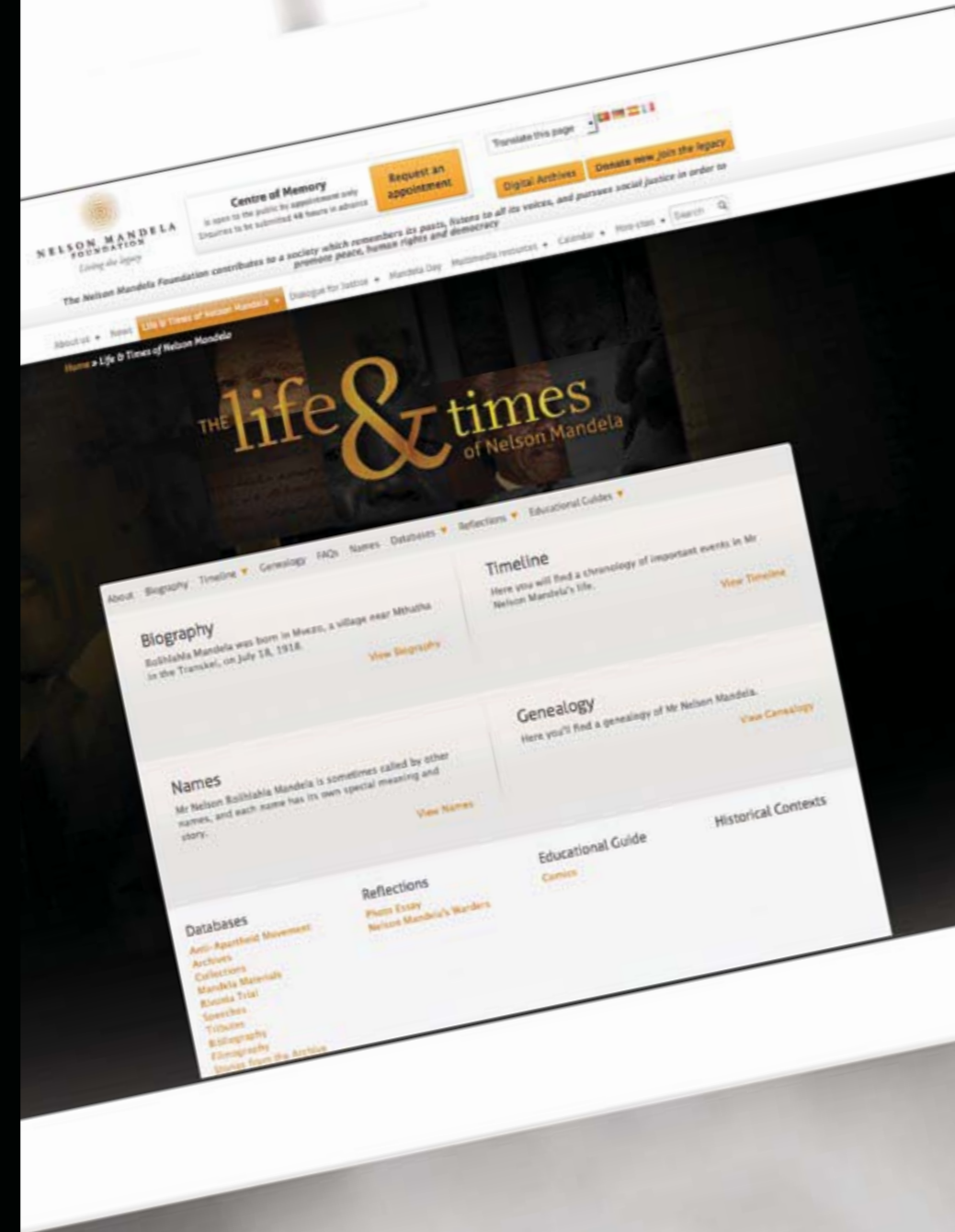
- Fana Jiyane (Freedom Park)
- Sonja Lombard (Voortrekker Monument)
- Vonani Bila (poet)
- Frank Meintjies (author and activist)
- Sibongiseni Mkhize (Robben Island Museum)
- Elinor Sisulu (author and activist)
- Leon Wessels (former government minister and post-apartheid Human Rights Commissioner)
- Yasmin Sooka (former Truth Commissioner)
- Ramarwaneng Bodibe (former member of the Truth and Reconciliation Commission)
- Kindiza Ngubeni (Centre for the Study of Violence and Reconciliation)
- Dorothy Khosa (Centre for the Study of Violence and Reconciliation)
- Nomancotsho Pakade (Gay and Lesbian Memory in Action)
- Lisa Vetten (gender activist).





# THE VIRTUAL ARCHIVE & THE WEB

Through the report period each of the portal's design elements received sustained attention, with a special focus on digitisation.



Unlike most conventional archives, the Nelson Mandela Foundation's Centre of Memory is not defined by the custody of physical collections (although it has substantial and growing collections).

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

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

## Digitisation activity was focused in six areas:

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

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

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

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

This report year marked the third year of Foundation engagement with social networking media – Facebook, Flickr, Twitter and YouTube. All four platforms are integrated into the portal, and not surprisingly traffic grew exponentially – Facebook use, for instance, grew by over 500% and Twitter by 125%.



# COLLECTIONS

AT THE NELSON MANDELA  
CENTRE OF MEMORY

“It is the task of a new generation to lead and take responsibility; ours has done as well as it could in its time.”

– Nelson Mandela, launch of the ANC Election Manifesto 2009 and ninety-seventh anniversary celebrations, ABSA Stadium, East London, South Africa, 10 January 2009



As has been explained, the Nelson Mandela Foundation's Centre of Memory is not primarily a collecting endeavour. Nevertheless, substantial and invaluable collections are being built up: the gift and award collections continued to grow; more Foundation organisational records were added to the archive; and a number of significant accessions were acquired.

For example: a small collection of previously unknown Rivonia Trial photographs, and a collection of Treason Trial documents and press cuttings were acquired. But the report period was dominated by the receipt, following the passing of our Founder, of huge numbers of tribute books from all over the world. These are still being processed.

Capacity constraints make proactive acquisition endeavour impossible and limit collections processing. Of course, the final phase of the refurbishment of the building provided the major focus for 2013:

- All collections housed in the Centre of Memory had been moved into temporary off-site commercial storage at the beginning of the refurbishment. These collections were returned, audited, and placed in their new homes in the Centre's customised archival storage rooms
- All the holdings of the Centre's former resource centre were appraised, reorganised and located in the refurbished facility's new reading room.

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

- The reading-room content was audited against the relevant databases. A total of 2 230 data entries were edited

- The public access audit of holdings was completed, and all items with restriction requirements provided with a physical marking
- The massive 46664 archive, received in the previous report year, was subjected to arrangement and description. An audit was subsequently undertaken to scope a digitisation project for the collection
- The gift collection was subjected to a comprehensive quality control audit. Numerous items were deaccessioned and the database was upgraded
- Imani Media have custody of the film and video collection. A total of 180 hours of footage was digitised and catalogued. Considerable work was done by a Foundation archivist and Imani to ensure that a single shared catalogue was put in place
- Routine metadata capture for digitised materials is reported on in the previous section of this report
- Databases and other web-accessible resources were regularly updated.

#### Two special projects were initiated:

- A comprehensive guide to the holdings of the Foundation's Centre of Memory is well advanced. It will link summary descriptions to all the finding aids, and will ultimately be a web-based resource
- A partnership with the National Library was inaugurated in February 2014 with the aim of deacidifying Nelson Mandela's private papers and related collections at the Centre. Funding for the project was secured, and the process is planned to begin in April.





# EXHIBITIONS

## AT THE NELSON MANDELA CENTRE OF MEMORY

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

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

### Two elements make this exhibition unique:

- The displays of artefacts and documents from Mandela's private archive
- The walk-in feature of Mandela's post-presidential office, preserved as it was the last time he used it

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

### Two temporary exhibitions were generated for the foyer area:

- *Black Man in a White Man's Court: The Forgotten Trial of Nelson Mandela* ran in the space between July 2013 and January 2014, and is now being prepared for installation at UNISA
- *"For Madiba with Love"*, a selection of images by world-renowned photographer David Turnley from the period 1985-1995, was launched in February 2014 as part of the Foundation's marking of the 20<sup>th</sup> anniversary of democracy in South Africa.

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



### During the report period:

- A tribute to Nelson Mandela was used by the prestigious Japan Association of International Cultural Heritage
- A display of autographed books from Mr Mandela's gift collection was displayed, in the permanent exhibition space at the Centre of Memory from May to November 2013.

### Also displayed were:

- Magazines with Mr Mandela on the cover, November 2013 to February 2014; and materials representing Nelson Mandela's engagement with the Ford Foundation and other United States entities and individuals, open to the public at the Centre of Memory from February 2014
- The Foundation's first exhibition, *466/64: A Prisoner Working in the Garden*, launched jointly with the National Archives, remained as a permanent feature of the Constitution Hill precinct, located in the "Mandela Cell"
- The Nelson Mandela Academic Hospital (Mthatha) retained the exhibition developed for the 2010 Mandela Day
- The major exhibition *Mandela* remained on display in the Apartheid Museum through the year (where it is viewed by an average of nearly a 1 000 people a day). New versions of it will be on display in Paris between May and July 2014 and in Washington, DC from October 2013. The Spanish version was on display in Peru for July and August 2013, and in Ecuador between October and December 2013.



# PUBLICATIONS

Books about or related to Nelson Mandela constitute a substantial industry. The Nelson Mandela Foundation's publications programme, inaugurated in 2005 with the publication of *A Prisoner in the Garden: Opening Nelson Mandela's Prison Archive*, seeks to support or deliver quality publications in areas not heavily represented already by that industry.

Three areas are prioritised: deep archival research aimed at delivering archival materials in marketable form – within a frame of “taking archives to the people”; narratives and materials designed specifically to reach young people; and projects aimed at foregrounding the “hidden voices” in Mr Mandela’s life. The programme is supported by the Foundation’s in-house research capacity, informed by extraordinary access to archival materials, and shaped by public education rather than commercial imperatives.



“Writing is a prestigious profession which puts one right in the centre of the world, and to remain on top, one has to work really hard, the aim being a good and original theme, simplicity in expression and the use of the irreplaceable word.”

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



## The programme worked on eight publications in the report period:

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

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

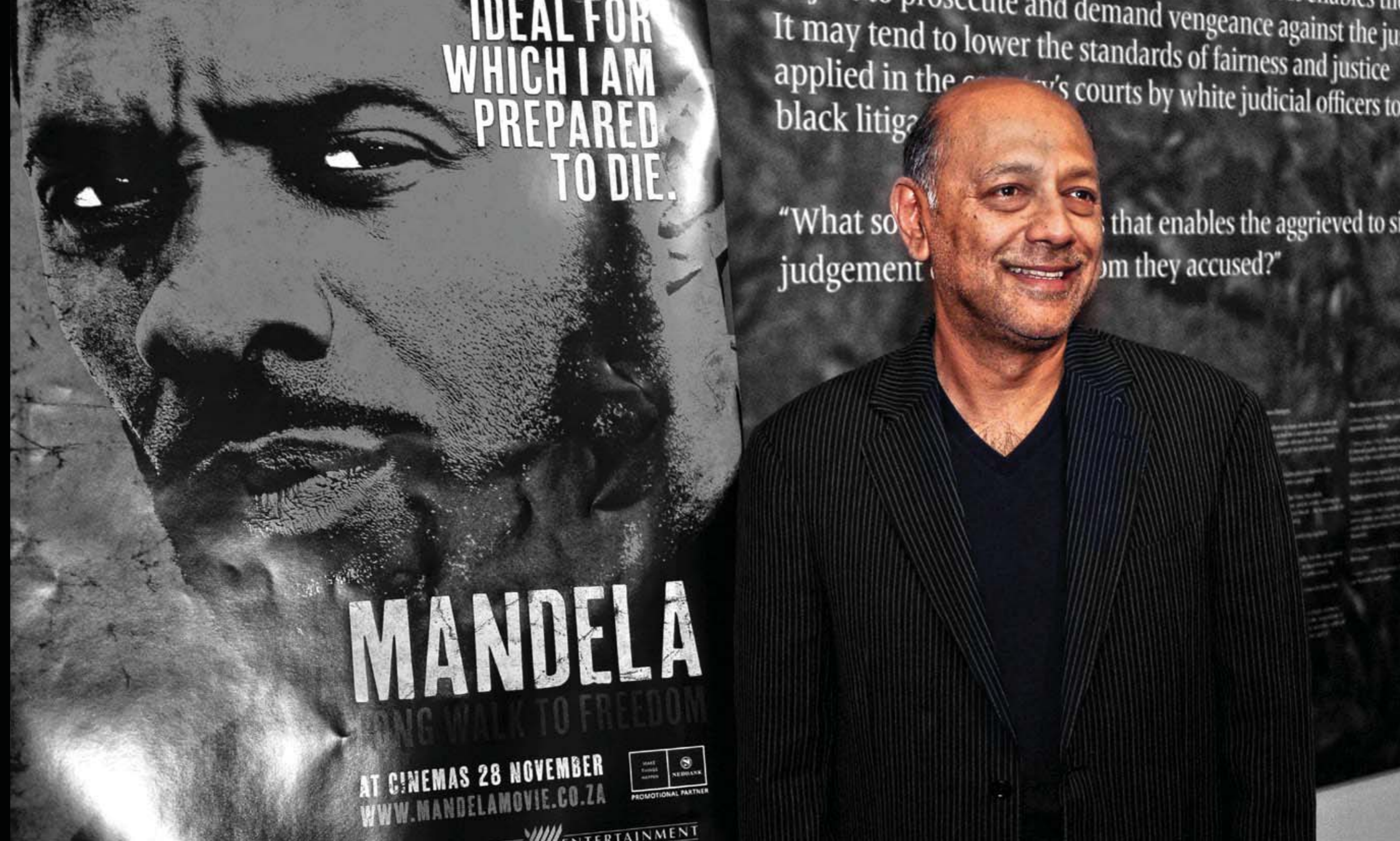


# RESEARCH

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

## Major publications which benefited from the Foundation's dedicated research resource in the report period included:

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



Most of the programme's capacity for sustained research was harnessed to the needs and priorities flowing from Nelson Mandela's illness and passing, and from the opening to the public of the Centre of Memory.

## Nonetheless, five special research projects were undertaken:

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

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





# NELSON MANDELA DAY™

A NELSON MANDELA FOUNDATION INITIATIVE

**TAKE ACTION. INSPIRE CHANGE,  
MAKE EVERY DAY A MANDELA DAY.**

[www.mandeladay.com](http://www.mandeladay.com)
[NelsonMandelaInternationalDay](https://www.facebook.com/NelsonMandelaInternationalDay)
[#Mandeladay #Time2Serve](https://twitter.com/NelsonMandela)

The Nelson Mandela Day campaign was introduced in 2009, aimed at building cultures of service in communities around the world and providing an instrument for ensuring that the Mandela legacy remains a living one.

In the following year the United Nations adopted 18 July as Nelson Mandela International Day, and the campaign has become a major success with substantial and growing global impact.

The demand placed on the Foundation by Mandela Day-related activities and projects was intense. This took the form of providing institutions with information on Mr Mandela, giving access to images, contributing speakers at events, and delivering invitation and media liaison services for certain events. Mandela Day has now emerged as a significant and arguably critical platform for delivering rich content on the life and times of Nelson Mandela.

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

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





**MANDELA DAY** CELEBRATED LOCALLY AND GLOBALLY 2013

**TAKE ACTION. INSPIRE CHANGE,  
MAKE EVERY DAY A MANDELA DAY.**



# COMMUNICATIONS & RECORDS MANAGEMENT

## In the report period:

- The Founder's passing on 5 December 2013 triggered a defining moment for the Foundation's ICT functions. A comprehensive plan had been put in place (see Annexure B) and it delivered a hugely buttressed joint web presence with the Nelson Mandela Children's Fund and The Mandela Rhodes Foundation

- The groundwork was laid out for the full virtualisation of the Foundation's ICT infrastructure. Two virtual servers were implemented as part of this exercise to reduce redundancy, maximise efficiency and to enable business continuity, while ensuring speedy recovery in the event of a disaster. Two state-of-the-art wireless routers were implemented, which resulted in the up-scaling of the wireless capabilities of the institution to enhance staff operations in terms of connectivity whilst providing visitors to the Foundation with an enhanced end user experience. The server environment software was upgraded to MS Server 2012/R2 from MS Server 2008 and 2008/R2 in order to enhance functionality and maximise performance

- Routine correspondence was overseen. Clearance time on the Foundation's general electronic mailbox was maintained at less than 24 hours. A total of 49 bulk emailings were undertaken

- Social media (Facebook, Twitter, Flickr and YouTube) platforms were supported and continued to grow fast (see Annexure A)

- The Foundation's contacts database was built up to over 8 600 records

- The organisational records management function was overseen.

For any organisation, sound records management policies and practices are of inestimable value. This is especially so in the case of the Foundation, for its current records and related information resources have the potential for becoming resources in the Centre of Memory.

## In the report period:

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

- Support was provided to both paper-based and electronic backfiling exercises

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

The records management component provides support with the handling of routine correspondence. On the one hand, workload was reduced by the introduction of an automatic routing by subject functionality on the Foundation's email inbox. On the other, the component was overwhelmed by the volumes of well-wishes, condolences and tributes received from all over the world.

# GOVERNANCE & SUPPORT SERVICES

The organisation's programme heads report to the Foundation's Chief Executive, who in turn reports to the Board of Trustees. The Board meets quarterly, its Audit and Risk Committee three times a year, and its Investment Committee as and when necessary. The programme heads are supported and advised by the Foundation's senior management team (on which they serve and which meets weekly), and are given strategic direction by the Board. Weekly team meetings promote monitoring and co-ordination. And monthly staff forums ensure continuing organisational dialogue across structure and level. Board member Mr Ahmed Kathrada is a special advisor on research and archive, and a Board sub-committee supports selection of the speaker for the Nelson Mandela Annual Lecture. One Board member retired from service in the report period, and one new member was appointed.

A new Chief Executive took office early in the report period. While promoting continuity and fostering staff stability, by the end of 2013 the office had overseen the development of a new five-year (2013-2018) strategic plan, the restructuring of the senior management team, the introduction of a new performance appraisal system, and the closing of the downscaled Founder's Office.

## The overarching strategic objective of the five-year plan is to ensure that by 2018 the Foundation:

- Is the trusted voice on the life and times of Nelson Mandela
- Is the preferred convenor of dialogue on critical social issues
- Is self-sustaining rather than donor-dependent, but with substantial resource mobilisation capacity for programmes
- Has a corporate brand identity established in popular perception and imagination, and is firmly connected to the Centre of Memory
- Is the custodian of a Nelson Mandela International Day campaign with ever-expanding international reach
- Maintains and enhances itself as a site of excellence in governance.

In addition to staff, the Foundation made use of consultants, the Praxis (IT support service provider) on-site resource person, and three interns (from the Universities of Manitoba, Toronto and the Witwatersrand). In February 2014 a new graduate learnership programme was introduced to support communications functions, with two South African learners going through induction by year-end. Full support was given to the executors of Mr Mandela's estate. And the Foundation continued to implement the Founder's mandate to oversee his intellectual property.

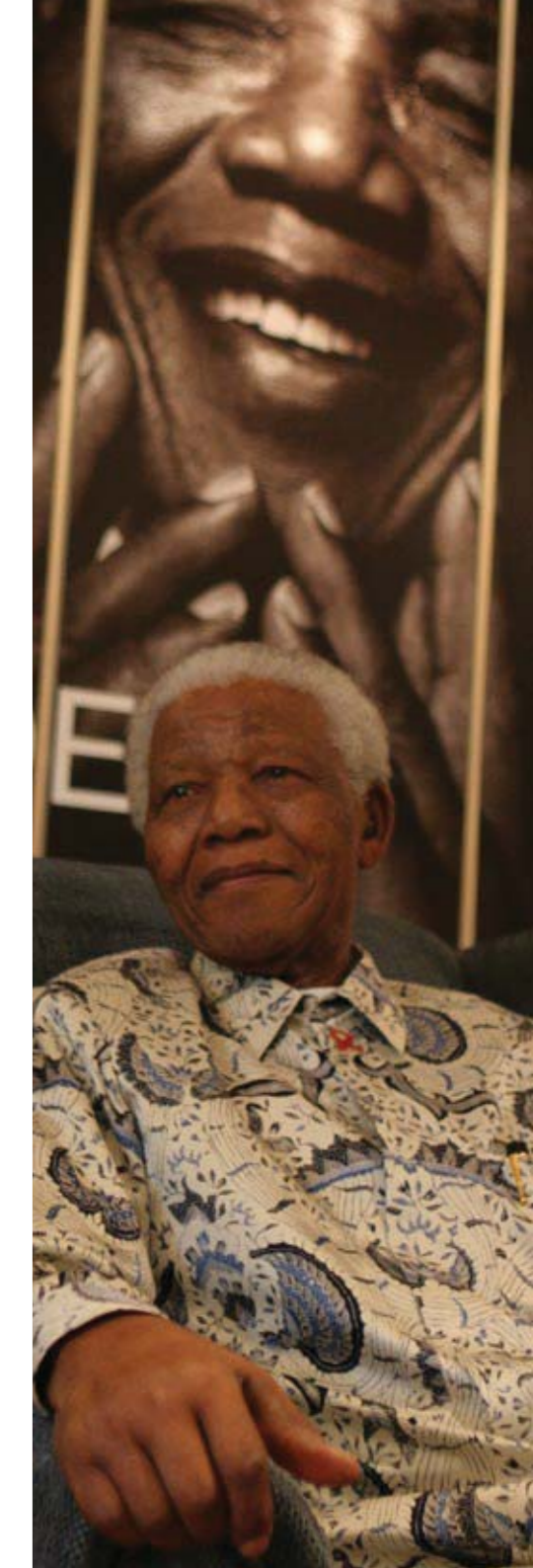
The concept of remote physical "windows" for the Foundation to deliver memory content in collaboration with partner institutions has been explored for several years.

## In the report period:

- Liaison with the Cape Town City Council in relation to a possible window in City Hall. This project has stalled, but the Foundation assisted the City with a Nelson Mandela exhibition in its Civic Centre

- The partnership with the Museum for African Art in New York was terminated due to Foundation dissatisfaction with progress towards creation of a suitable physical space

- The Foundation liaised with the Swedish Postal Code Foundation in exploring possibilities in Stockholm.





# HAMBA KAHLE, MADIBA

1918 – FOREVER

REST IN PEACE, MADIBA

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

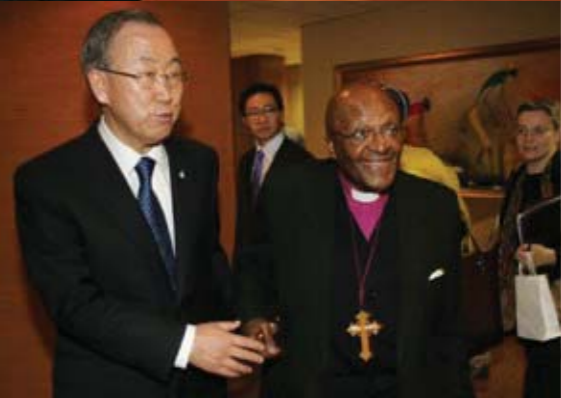
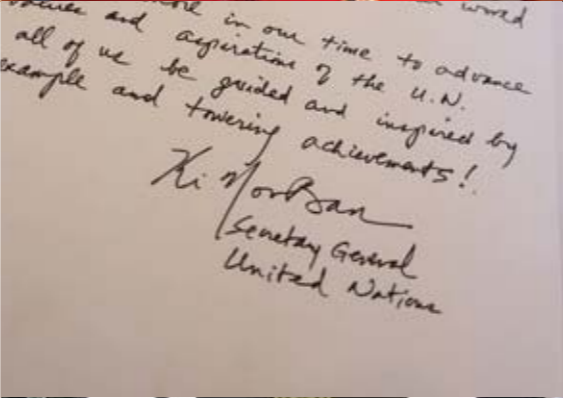
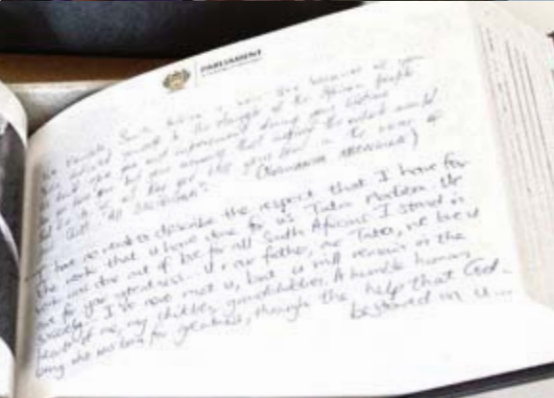


NELSON MANDELA  
FOUNDATION

*Living the legacy*











“IT WAS PRECISELY BECAUSE HE COULD ADMIT TO IMPERFECTION – BECAUSE HE COULD BE SO FULL OF GOOD HUMOUR, EVEN MISCHIEF, DESPITE THE HEAVY BURDENS HE CARRIED – THAT WE LOVED HIM SO.”  
– **BARACK OBAMA**

“THIS IS A MESSAGE HE COMMUNICATED ALL THE TIME: IT DOES NOT MATTER WHAT YOUR BACKGROUND IS, OR YOUR CIRCUMSTANCE, IT IS WITHIN EACH OF US TO ACHIEVE ANYTHING WE WANT IN LIFE.” – **NANDI MANDELA**





# THE TRUSTEES

OF THE NELSON  
MANDELA FOUNDATION



## Njabulo S. Ndebele (Chairman)

Njabulo Ndebele is the past vice-chancellor of the University of Cape Town, where he served two terms. He has a Master of Arts in English Literature from the University of Cambridge and a Doctorate of Philosophy in Creative Writing from the University of Denver. He was a previous Ford Foundation scholar-in-residence, vice-chancellor and principal of the University of the North and vice-rector of the University of the Western Cape. He holds honorary doctorates from universities in the United Kingdom, Netherlands, Japan, South Africa and the United States of America. He is currently chairman of The Mandela Rhodes Foundation, the Nelson Mandela Foundation and the MTN (SA) Foundation. He is also the president of the UBS Association. His novel, *The Cry of Winnie Mandela*, was published to critical acclaim in 2003 (a revised edition was published in 2013). As a public figure, he is known for his incisive insights on a range of public issues in South Africa.

## Mr Ahmed Kathrada

Ahmed Kathrada is a veteran anti-apartheid activist who was jailed for life on 12 June 1964, with Nelson Mandela, Walter Sisulu, Raymond Mhlaba, Denis Goldberg, Govan Mbeki, Elias Mokoaleli and Andrew Mlangeni. Released on 15 October 1989, he went on to become a Member of Parliament after South Africa's first democratic elections in 1994. He served one five-year term, during which he also acted as Mr Mandela's Parliamentary Counsellor. Mr Kathrada was chairperson of the Robben Island Museum Council from its inception until his term expired in 2006. The author of four books, Mr Kathrada is also the recipient of four honorary doctorates and Isithwalwandwe, the highest award the African National Congress can bestow on an individual. He established the Ahmed Kathrada Foundation in 2008.

## Mr 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 in central Johannesburg he was sentenced to an effective 10 years' imprisonment on Robben Island in 1977. 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 NUM general secretary and was involved in the establishment of the Mineworkers Investment Company and the Mineworkers Development Agency, which focused on the developmental needs of ex-mineworkers, their dependants and communities. He also served two five-year terms as secretary-general of the ANC. He was president of South Africa from September 2008 to May 2009. During this time, he joined world leaders in the G20 and other multilateral bodies to respond to the global financial crisis. At home he worked with organised business, labour and civil society to minimise the impact of the crisis on South Africa's economy. After the end of his presidency, he was appointed deputy president by his successor, Jacob Zuma, and held this position until May 2014.

## Mr 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 a total of 13 years on Robben Island for his political activities before being released in 1990, at the same time as Mr Mandela. 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 is 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.

## Mr Sello Moloko

Sello Moloko chairs the investment committee for the Nelson Mandela Foundation. He was appointed chair of the Board of Alexander Forbes in December 2007. He is the non-executive chair and founder of Thesele Group, a diversified investment holding company. He is the former CEO of Old Mutual Asset Managers and former deputy CEO of Capital Alliance Asset Managers, firms he initially joined as portfolio manager and analyst respectively. He was a member of the Old Mutual SA exco and served on Boards of subsidiaries of Old Mutual. He has in the past also served on several company Boards including Makalani Holdings, Seartec Industries and the Industrial Development Corporation of SA. He currently serves as non-executive chair of Sibanye Gold, non-executive director of Acucap Properties Limited and non-executive deputy chair of Sycom Properties Limited. 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 following his achievements in the field of investment management.

## Dr Mamphele Ramphele

Mamphele Ramphele has been a student activist, a medical doctor, a community development activist, a researcher, a university executive and a global public servant, and is now an active citizen in both the public and private sectors. Following the Soweto uprising in 1976, she was detained without trial, released after five months and soon afterwards served with an apartheid banning order. She studied medicine at the then University of Natal, has a B Comm 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 managing directors of the World Bank, based in Washington, DC. She is the author of several books and publications on socio-economic issues in South Africa, and has received numerous national and international awards. She served as chairperson of Gold Fields, Circle Capital Ventures (Pty) Limited and Technology Innovation Agency (TIA), and as a director of Medi-Clinic Corporation Limited and Remgro Limited. She was founder of the Open Society Foundation for South Africa and the Citizens Movement. In January 2013, she became the Leader of Agang SA, which won two seats in the national elections in May 2014. Post-elections, she has stepped away from party politics to return to her role as an active citizen.

## Ms Futhi Mtoba

Futhi Mtoba is chairman of Deloitte Southern Africa. She joined the firm in 1988 and rose through the ranks to become the first black female partner, and subsequently chairman, at Deloitte Southern Africa. She is also the past president of the Association for the Advancement of Black Accountants of Southern Africa (ABASA), a body dedicated to nurturing emerging black accountants. She serves as chairman of Council at the University of Pretoria, as a Board member on the Allan Gray Orbis Foundation and the United Nations Global Compact, as chairman and a trustee of WDB Trust. In June 2009, she was appointed by Business Unity South Africa (BUSA) as chairperson of the National Anti-Corruption Forum (NACF) and in May 2010, she was appointed president of BUSA. She has received awards including the 2004 Businesswoman of the Year – Nedbank and Business Women's Association, the 2005 OWIT (Organisation of Women in International Trade – USA) International Woman of the Year, and the Tuksalumni Laureate Award 2008.

## Mrs Irene Menell

Mrs Irene Menell is active in a number of public benefit organisations and also serves on the boards of the Nelson Mandela Children's Fund and the READ Foundation, among others. She is the Patron of Afrika Tikun and a past member of the Broadcasting Monitoring and Complaints Committee, a statutory sub-committee of Icasa, as well as the UCT Foundation, of which she was chairperson until retiring in 2008. She has had a lifelong interest in the performing arts, education and issues relating to children's rights.



# THE STAFF

*"My inspiration are men and women who have emerged throughout the globe, and who have chosen the world as the theatre of their operations and who fight socio-economic conditions which do not help towards the advancement of humanity wherever that occurs. Men and women who fight the suppression of the human voice, who fight disease, illiteracy, ignorance, poverty and hunger. Some are known, others are not. Those are the people who have inspired me."*

– Nelson Mandela, during a speech at the London School of Economics, London, England, 6 April 2000



**Buyisile Sithuba**  
PA to Chief Executive



**Bushy Papate Mphahlele**  
Director: Support Services



**Joe Ditabo**  
Facilities Supervisor



**Kerileng Netshishivhe**  
Accountant



**Sello Hatang**  
Chief Executive



**Sikhona Ndlovu**  
Bookkeeper



**Danielle Melville**  
Director: Communications & Outreach



**Diketso Mufamadi**  
Graduate



**Lee Davies**  
Communications Systems Co-ordinator



**Lucia Raadsheiders**  
Archivist



**Verne Harris**  
Director: Research and Archive



**Vimla Naidoo**  
PA to Mrs Graça Machel



**Elina Ndlovu**  
Office Aide



**Luthando Peter**  
Driver/General Assistant



**Yase Godlo**  
Manager: Mandela Day & Outreach



**Ethel Arends**  
Records Management Co-ordinator



**Molly Loate**  
Events & Communications Support Officer



**Zanele Riba**  
Archivist



**Florence Garish**  
Receptionist



**Razia Saleh**  
Senior Archivist



**Zelda Isaacs**  
Bookkeeper



**Heather Henriques**  
Manager: IP and Governance



**Sahn Venter**  
Senior Researcher



**Zelda la Grange**  
Special Consultant



# THE FINANCIALS

EXTRACT FROM THE CONSOLIDATED  
FINANCIAL STATEMENTS FOR THE YEAR  
ENDING 28 FEBRUARY 2014

This financial information is extracted from audited information, but is not itself audited. The annual financial statements were audited by PricewaterhouseCoopers Inc., which expressed an unmodified opinion thereon. The audited annual financial statements and the auditor's report thereon can be found on: [www.nelsonmandela.org](http://www.nelsonmandela.org)

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

	GROUP		TRUST	
	2014	2013	2014	2013
	R	R	R	R
<b>ASSETS</b>				
<b>NON-CURRENT ASSETS</b>	<b>204 315 783</b>	<b>184 610 668</b>	<b>204 315 783</b>	<b>187 301 225</b>
Property, plant and equipment	25 281 359	26 497 455	25 281 359	14 650 954
Intangible assets	1 807 809	1 029 254	1 807 809	1 029 254
Investment in subsidiary	-	-	-	14 537 058
Other financial assets	177 226 615	157 083 959	177 226 615	157 083 959
<b>CURRENT ASSETS</b>	<b>101 068 692</b>	<b>103 016 063</b>	<b>101 068 692</b>	<b>102 973 450</b>
Trade and other receivables	7 523 261	2 200 193	7 523 261	2 157 580
Cash and cash equivalents	93 545 431	100 815 870	93 545 431	100 815 870
<b>NON-CURRENT ASSETS HELD FOR SALE</b>	<b>3 500 000</b>	<b>-</b>	<b>3 500 000</b>	<b>-</b>
<b>TOTAL ASSETS</b>	<b>308 884 475</b>	<b>287 626 731</b>	<b>308 884 475</b>	<b>290 274 675</b>
<b>CONTRIBUTION, RESERVES AND LIABILITIES</b>				
<b>CONTRIBUTION &amp; RESERVES</b>	<b>275 324 810</b>	<b>258 432 368</b>	<b>275 324 809</b>	<b>261 080 312</b>
Contribution	1 000	1 000	1 000	1 000
Reserves	82 975 297	62 832 641	82 975 297	62 832 641
Accumulated surplus	192 348 513	195 598 727	192 348 512	198 246 671
<b>NON-CURRENT LIABILITIES</b>	<b>11 433 539</b>	<b>10 147 382</b>	<b>11 433 539</b>	<b>10 147 382</b>
Finance lease liabilities	221 503	699 714	221 503	699 714
Deferred revenue	11 212 036	9 447 668	11 212 036	9 447 668
<b>CURRENT LIABILITIES</b>	<b>22 126 126</b>	<b>19 046 981</b>	<b>22 126 127</b>	<b>19 046 981</b>
Trade and other payables	8 252 973	6 868 360	8 252 974	6 868 360
Finance lease liabilities	408 993	618 420	408 993	618 420
Current tax payable	3 594 564	942 511	3 594 564	942 511
Deferred revenue	9 869 596	10 617 690	9 869 596	10 617 690
<b>TOTAL CONTRIBUTION, RESERVES &amp; LIABILITIES</b>	<b>308 884 475</b>	<b>287 626 731</b>	<b>308 884 475</b>	<b>290 274 675</b>



	GROUP		TRUST	
	2014 R	2013 R	2014 R	2013 R
<b>INCOME</b>	<b>32 183 207</b>	<b>25 692 357</b>	<b>32 183 207</b>	<b>25 692 357</b>
Grant income	32 163 138	25 624 502	32 163 138	25 624 502
Designated grants	17 578 999	19 314 730	17 578 999	19 314 730
Other donations	14 584 139	6 309 772	14 584 139	6 309 772
Other income	20 069	67 855	20 069	67 855
<b>EXPENDITURE</b>	<b>(36 579 521)</b>	<b>(31 676 004)</b>	<b>(39 227 466)</b>	<b>(31 380 980)</b>
Operating expenses	6 732 722	5 775 213	7 791 922	5 686 763
Project expenses	29 846 799	25 900 791	31 435 544	25 694 217
<b>OPERATING DEFICIT</b>	<b>(4 396 314)</b>	<b>(5 983 647)</b>	<b>(7 044 259)</b>	<b>(5 688 623)</b>
Investment income	3 893 366	7 381 037	3 893 366	7 381 037
Finance cost	(95 213)	(193 828)	(95 213)	(193 828)
<b>(DEFICIT)/SURPLUS FOR THE YEAR BEFORE TAXATION</b>	<b>(598 161)</b>	<b>1 203 562</b>	<b>(3 246 106)</b>	<b>1 498 586</b>
Taxation	(2 652 053)	(1 728 345)	(2 652 053)	(1 728 345)
<b>DEFICIT FOR THE YEAR</b>	<b>(3 250 214)</b>	<b>(5 24 783)</b>	<b>(5 898 159)</b>	<b>(229 759)</b>
<b>OTHER COMPREHENSIVE INCOME</b>	<b>20 142 656</b>	<b>22 503 395</b>	<b>20 142 656</b>	<b>22 503 394</b>
Available-for-sale financial assets adjustments	20 142 656	22 503 395	20 142 656	22 503 394
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>16 892 442</b>	<b>21 978 612</b>	<b>14 244 497</b>	<b>22 273 635</b>

	CONTRIBUTION	AVAILABLE-FOR-SALE INVESTMENTS	ACCUMULATED SURPLUS	TOTAL
	R	R	R	R
<b>GROUP</b>				
<b>BALANCE AS AT 1 MARCH 2012</b>	<b>1 000</b>	<b>40 329 247</b>	<b>196 123 510</b>	<b>236 453 757</b>
Other comprehensive income	-	22 503 394	-	22 503 394
Deficit for the year	-	-	(524 783)	(524 783)
<b>BALANCE AT 1 MARCH 2013</b>	<b>1 000</b>	<b>62 832 641</b>	<b>195 598 727</b>	<b>258 432 368</b>
Other comprehensive income	-	20 142 656	-	20 142 656
Deficit for the year	-	-	(3 250 214)	(3 250 214)
<b>BALANCE AT 28 FEBRUARY 2014</b>	<b>1 000</b>	<b>82 975 297</b>	<b>192 348 513</b>	<b>275 324 810</b>
<b>TRUST</b>				
<b>BALANCE AS AT 1 MARCH 2012</b>	<b>1 000</b>	<b>40 329 247</b>	<b>198 476 430</b>	<b>238 806 677</b>
Other comprehensive income	-	22 503 394	-	22 503 394
Deficit for the year	-	-	(229 759)	(229 759)
<b>BALANCE AT 1 MARCH 2013</b>	<b>1 000</b>	<b>62 832 641</b>	<b>198 246 671</b>	<b>261 080 312</b>
Other comprehensive income	-	20 142 656	-	20 142 656
Deficit for the year	-	-	(5 898 159)	(5 898 159)
<b>BALANCE AT 28 FEBRUARY 2014</b>	<b>1 000</b>	<b>82 975 297</b>	<b>192 348 512</b>	<b>275 324 809</b>



	GROUP		TRUST	
	2014	2013	2014	2013
	R	R	R	R
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Cash generated from operating activities	(4 959 410)	7 803 592	(4 959 410)	7 803 592
Finance cost	(95 213)	(193 828)	(95 213)	(193 828)
Taxation paid	-	(2 619 446)	-	(2 619 446)
Dividends received	12 260	572 792	12 260	572 792
<b>NET CASH (OUTFLOW)/INFLOW FROM OPERATING ACTIVITIES</b>	<b>(5 042 363)</b>	<b>5 563 110</b>	<b>(5 042 363)</b>	<b>5 563 110</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Acquisition of intangible assets	(1 070 119)	(592 684)	(1 070 119)	(592 684)
Acquisition of property, plant and equipment	(4 351 425)	(9 348 538)	(4 351 425)	(9 348 538)
Finance income	3 881 106	6 808 245	3 881 106	6 808 245
Purchase of financial assets	-	(143 993 755)	-	(143 993 755)
Sale of financial assets	-	67 306 685	-	67 306 685
<b>NET CASH OUTFLOW FROM INVESTING ACTIVITIES</b>	<b>(1 540 438)</b>	<b>(79 820 047)</b>	<b>(1 540 438)</b>	<b>(79 820 047)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Finance lease payments	(687 638)	(874 017)	(687 638)	(874 017)
<b>NET CASH OUTFLOW FROM FINANCING ACTIVITIES</b>	<b>(687 638)</b>	<b>(874 017)</b>	<b>(687 638)</b>	<b>(874 017)</b>
<b>DECREASE IN CASH AND CASH EQUIVALENTS</b>	<b>(7 270 439)</b>	<b>(75 130 954)</b>	<b>(7 270 439)</b>	<b>(75 130 954)</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	<b>100 815 870</b>	<b>175 946 824</b>	<b>100 815 870</b>	<b>175 946 824</b>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b>93 545 431</b>	<b>100 815 870</b>	<b>93 545 431</b>	<b>100 815 870</b>

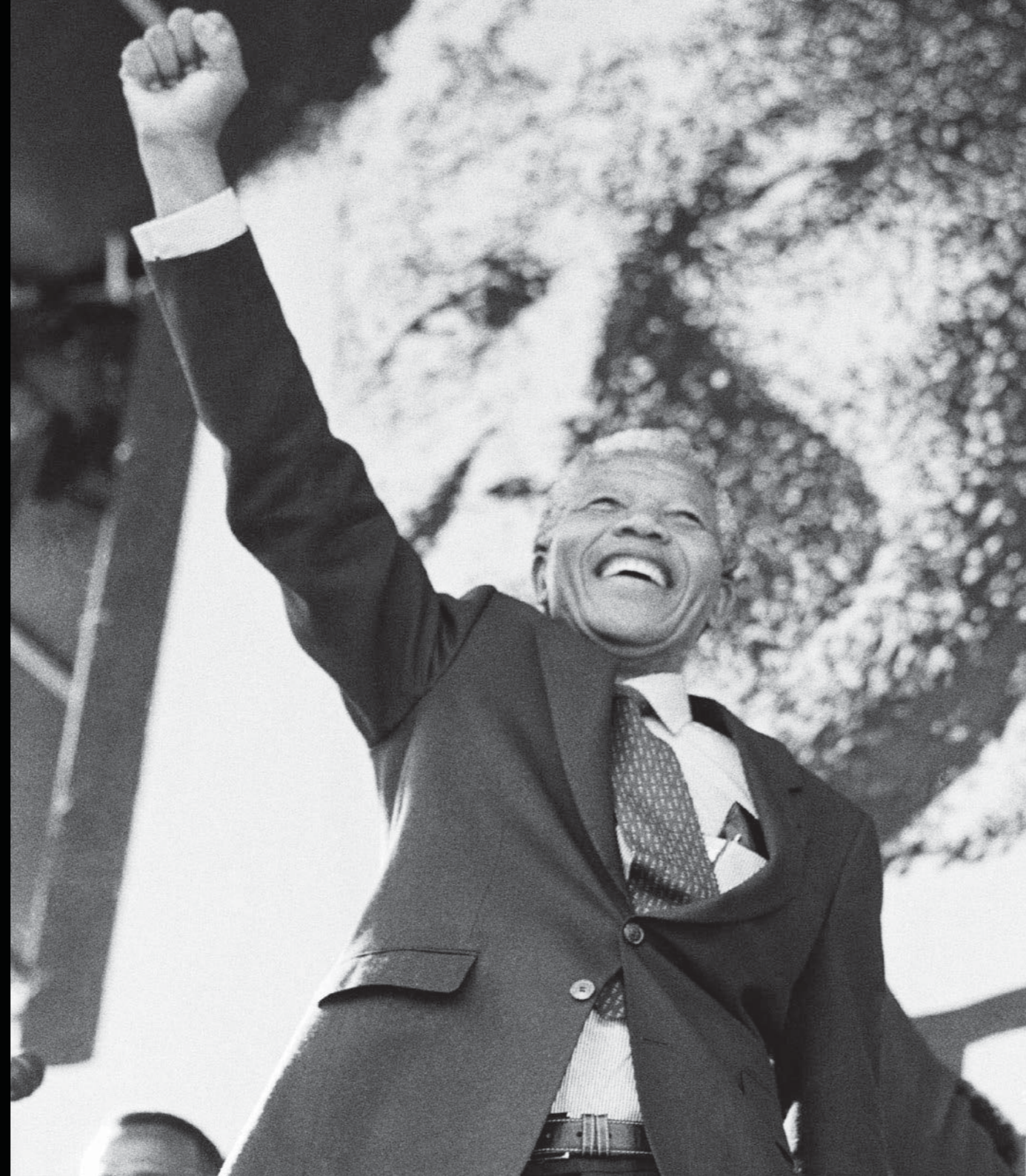
IN THE LIFE OF ANY INDIVIDUAL, FAMILY, COMMUNITY OR SOCIETY, MEMORY IS OF FUNDAMENTAL IMPORTANCE. IT IS THE FABRIC OF IDENTITY.

NELSON MANDELA | From A Prisoner in the Garden: Opening Nelson Mandela's Prison Archive, 2005



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- The Nelson Mandela Legacy Trust
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- Tokyo Sexwale
- United Nations Children's Fund (UNICEF)
- Universal Productions
- Videovision/Anant Singh
- Virgin Foundation
- Virgin Unite
- Vodacom
- Volkswagen South Africa
- 46664 Concerts





## ANNEXURE A

## WEBSITE &amp; SOCIAL MEDIA REPORT

*Taking into account the various websites that fall under the Nelson Mandela Foundation channel, growth remained positive in the financial year ending February 2014. Most of the websites enjoyed a steady increase in traffic and unique visitor numbers throughout the financial year.*

The Foundation website [www.nelsonmandela.org](http://www.nelsonmandela.org) saw an increase in traffic numbers of nearly 578%, with a joint increase in content consumption of around 421%.

The O'Malley website [www.nelsonmandela.org/omalley](http://www.nelsonmandela.org/omalley) saw an increase in traffic numbers of 107%, with a nearly 85% increase in page views.

The Mandela Day website [www.mandeladay.com](http://www.mandeladay.com) saw an increase in traffic of over 21%, with a concurrent increase of over 23% in page views.

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

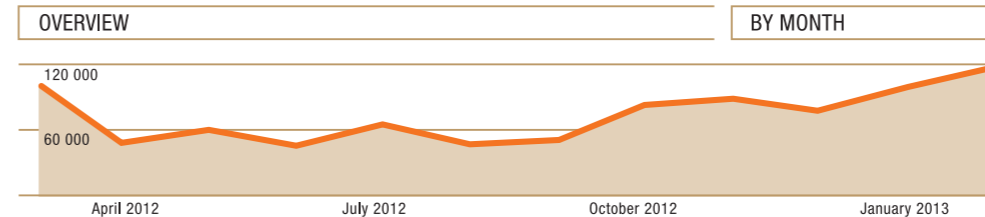
## Nelson Mandela Foundation website

Visitor numbers to the site increased by 577%; from 875 139 in the 2012/2013 financial year (March 1, 2012 to February 28, 2013), to 5 926 099 visits in the 2013/2014 financial year (March 1, 2013 to February 28, 2014).

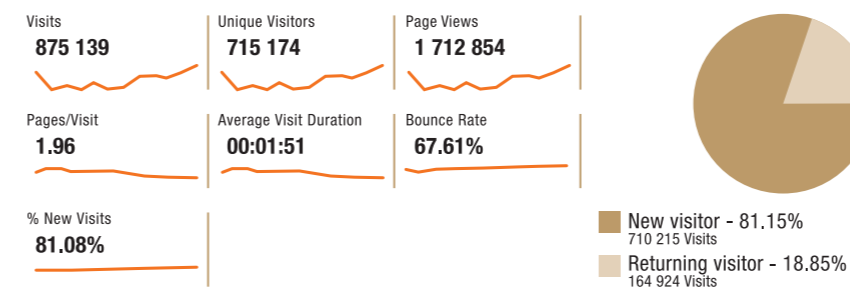
December 2013 was the site's busiest month this financial year, with 3 070 691 visitors to the site.

In addition, the number of page views in the past financial year increased by nearly 421%, with 8 923 407 page views this year compared to 1 712 854 page views in the 2012/2013 financial year.

## AUDIENCE OVERVIEW 1 MARCH 2012 - 28 FEBRUARY 2013



715 174 people visited this site

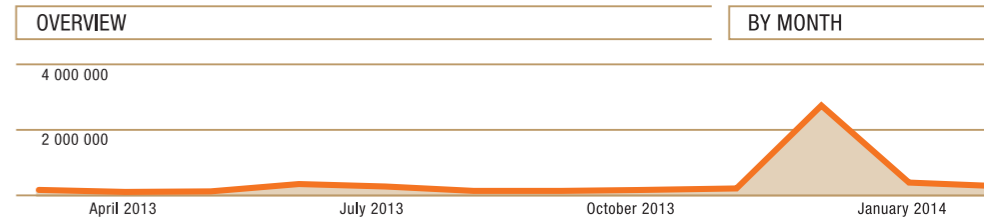


During the 2012/2013 financial year, the best month for visits was February 2013, with 116 634 visitors.

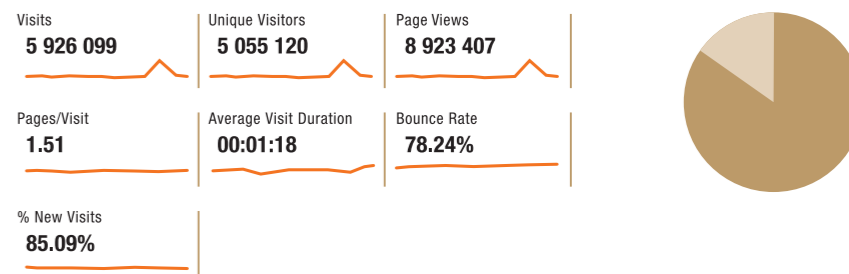
The lowest traffic month in this period was June 2012, with 44 350 visitors to the site.

The average number of visitors during the 2012/2013 financial year was 72 930.

## AUDIENCE OVERVIEW 1 MARCH 2013 - 28 FEBRUARY 2014



5 055 120 people visited this site



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



## COMPARISON IN TRAFFIC DEMOGRAPHICS BY LOCATION - CITIES AND COUNTRIES OF ORIGIN

MARCH 2012 TO FEBRUARY 2013

COUNTRY/TERRITORY	VISITS - 875 139
United States	233 880 26.72%
South Africa	143 446 16.39%
United Kingdom	73 566 8.41%
(Not set)	71 538 8.17%
France	38 386 4.39%
Brazil	32 520 3.72%
Germany	28 403 3.25%
Canada	28 023 3.20%
Italy	25 965 2.97%
Australia	23 786 2.72%

MARCH 2013 TO FEBRUARY 2014

COUNTRY/TERRITORY	VISITS - 5 926 099
United States	1 896 081 32.00%
United Kingdom	622 869 10.51%
South Africa	550 583 9.29%
(Not set)	440 732 7.44%
Canada	273 649 4.62%
India	224 933 3.80%
France	171 192 2.89%
Germany	168 926 2.85%
Brazil	154 004 2.60%
Australia	132 971 2.24%

COUNTRY/TERRITORY	VISITS
(Not set)	84 014 9.60%
Johannesburg	30 987 3.54%
Cape Town	28 547 3.26%
London	21 209 2.42%
Pretoria	16 607 1.90%
Sandton	14 834 1.70%
New York	11 792 1.35%
Durban	8 590 0.98%
Sydney	8 015 0.92%
Paris	7 215 0.82%

COUNTRY/TERRITORY	VISITS
(Not set)	701 555 11.84%
London	179 541 3.03%
Johannesburg	157 175 2.65%
New York	132 415 2.23%
Cape Town	100 579 1.70%
Pretoria	55 912 0.94%
Sandton	51 362 0.87%
New Delhi	50 364 0.85%
Toronto	48 615 0.82%
Los Angeles	45 322 0.76%

In the 2012/2013 and 2013/2014 financial years the majority of visitors to the site came from the US, with 1 896 081 (32%) visitors arriving at the site in 2013/2014, compared with 233 880 (26.72%) of visitors arriving at the site in 2012/2013.

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

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

## TRAFFIC SOURCES

AQUISITION	Visits 5 926 099	% New Visits 85.09%	New Visits 5 042 519
Organic Search	2 740 737		
(Not set)	1 194 410		
Referral	1 054 829		
Direct	557 992		
Social	377 514		
(Other)	451		
Email	166		

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

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

## KEYWORD SEARCHES

MARCH 2013 TO FEBRUARY 2014

COUNTRY/TERRITORY	VISITS - 3 394 392
(not provided)	2 203 298 64.91%
nelson mandela	556 110 16.38%
mandela	30 821 0.91%
nelson mandela biography	14 696 0.43%
nelson mandela timeline	12 436 0.37%
nelson mandela foundation	8 140 0.24%
madiba	7 568 0.22%
nelson mandela speech	5 967 0.18%
nelson mandella	5 856 0.17%
biography of nelson mandela	5 236 0.15%

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

1. (not provided)
2. nelson mandela
3. mandela
4. nelson mandela biography
5. nelson mandela timeline

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

Why are keywords (not provided?)

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

## NEWS ARTICLE POPULARITY

% OF TOTAL: 12.91% (8 923 407)

COUNTRY/TERRITORY	PAGE VIEWS - 1 152 170
/news	57 980 5.03%
/news/entry/honouring-thembekile-mandela	39 658 3.44%
/news/entry/former-president-mandela-is-critical-in-hospital-issued-by-the-presidency	37 578 3.26%
/news/entry/statement-by-zelda-le-grange-on-the-passing-of-nelson-mandela	37 054 3.22%
/news/entry/dr-maya-angelou-his-day-is-done-a-tribute-poem-for-nelson-mandela	34 433 2.99%
/news/entry/i-am-prepared-to-die	31 945 2.77%
/news/entry/arrangements-for-the-laying-to-rest-of-former-president-nelson-mandela	30 848 2.68%
/news/entry/update-on-former-president-mandelas-health-issued-by-the-presidency	27 254 2.37%
/news/entry/presidency-update-on-former-president-nelson-mandela-issued-by-the-	26 885 2.33%
/news/entry/remembering-nelson-mandela-remarks-by-president-barack-obama	25 616 2.22%

The most popular news story during the 2013/2014 financial year was “Honouring Thembekile Mandela”, recording 57 980 views during this period. This was followed by the “Former President Mandela is critical in hospital: issued by the Presidency” story, recording 39 658 views.



## O'Malley site

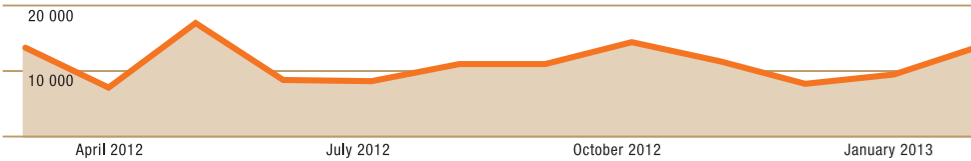
Visitor numbers to the site increased from 135 024 visitors in the 2012/2013 financial year (March 1, 2012 to February 28, 2013) to 279 696 visitors in the 2013/2014 financial year (March 1, 2013 to February 28, 2014); an increase of 107.15%.

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

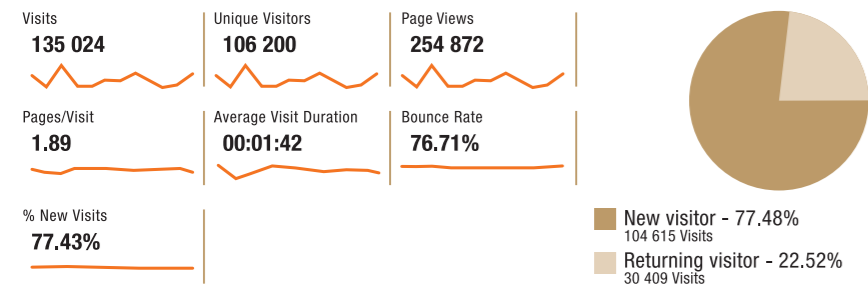
### VISITS AND WEBSITE OVERVIEW FOR 2012/2013 FINANCIAL YEAR

#### AUDIENCE OVERVIEW

#### BY MONTH



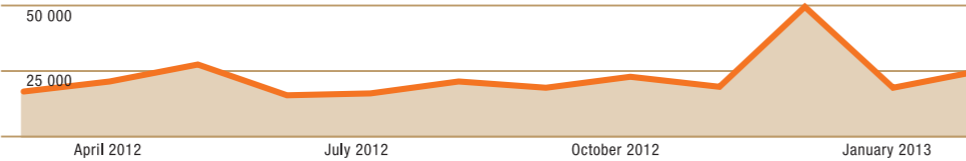
106 200 people visited this site



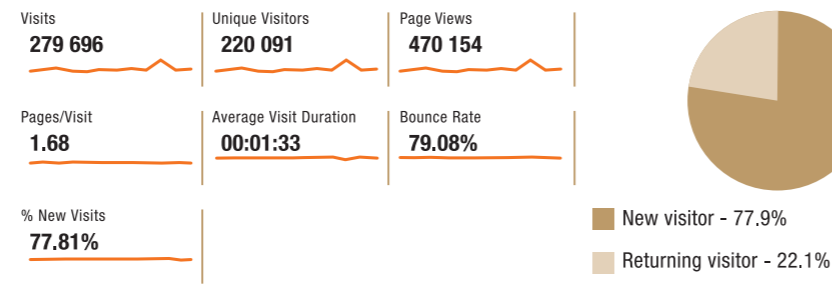
### VISITS AND WEBSITE OVERVIEW FOR 2013/2014 FINANCIAL YEAR

#### AUDIENCE OVERVIEW

#### BY MONTH



220 091 people visited this site



In the 2012/2013 and 2013/2014 financial years the majority of visitors to the site came from South Africa. In 2012/2013, 55 655 visitors from South Africa arrived at the site (41.22% of all visits). In 2013/2014, 94 450 visitors from South Africa arrived at the site (33.77% of all visits).

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

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

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

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

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

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

1. (not provided)
2. rdp
3. nelson mandela
4. reconstruction and development programme
5. samora machel

Traffic arriving at the site after someone uses the search term "rdp" accounts for 631 visits, or 0.28% of all traffic arriving at the site via a search engine, while "reconstruction and development programme", the next most popular search term, accounts for 896 visits, or 0.80% of traffic referred to the site.

### NEWS ARTICLE POPULARITY

% OF TOTAL: 100% (470 154)

COUNTRY/TERRITORY	PAGE VIEWS - 470 154	%
The Reconstruction and Development Programme (RDP) – The O'Malley Archives	44 867	9.54%
Address by State President PW Botha, August 15, 1985 – The O'Malley Archives	12 590	2.68%
Characteristics of Developing Countries – The O'Malley Archive	6 542	1.39%
O'Malley – The Heart of Hope	5 908	1.26%
1950. Group Areas Act No 41 – The O'Malley Archives	5 475	1.16%
Contents – The O'Malley Archives	5 445	1.16%
...who killed Hani? – The O'Malley Archives	5 352	1.14%
The African Leadership Experience – The O'Malley Archives	4 724	1.00%
Pre-Transition (1902-1989) – The O'Malley Archives	4 661	0.99%
Chapter 4: Consequences of Gorss Violations of Human Rights – The O'Malley Archives	4 520	0.96%

The most popular pages on the O'Malley site during 2013/2012 financial continue to be "The Reconstruction and Development Programme – The O'Malley Archives", recording 44 867 views during this period, and "The Address by State President PW Botha, August 15 1985", with 12 590 views recorded.



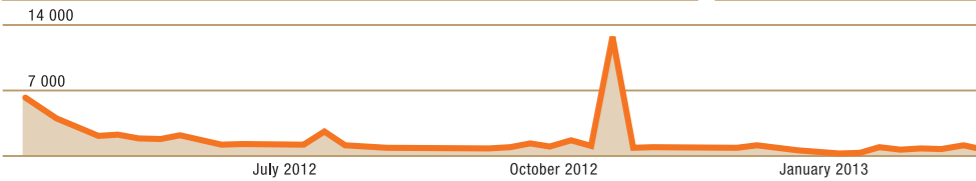
## Digital archive site

The Google Digital Archive was launched at the end of March 2012. The following report shows visitor numbers to the website, visitor demographics in terms of location and traffic sources, and keywords from 3 April 2012. We do not have accurate website statistics for the first week of operation.

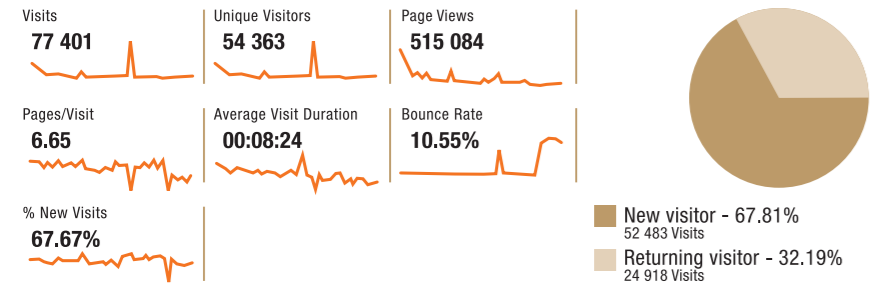
### VISITOR NUMBERS AND SITE STATS FOR (3 APRIL 2012 TO 28 FEBRUARY 2013)

#### AUDIENCE OVERVIEW

#### BY MONTH



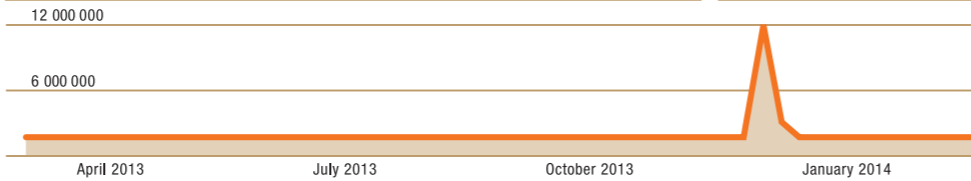
#### 54 363 people visited this site



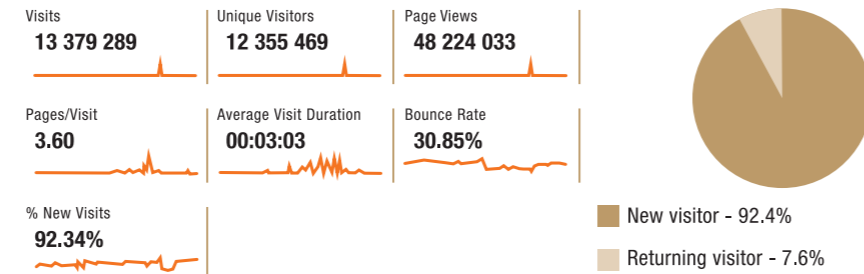
### VISITS AND WEBSITE OVERVIEW FOR 2013/2014 FINANCIAL YEAR

#### AUDIENCE OVERVIEW

#### BY MONTH



#### 54 363 people visited this site



Visitor numbers to the site increased from 77 401 visitors during the period between 3 April 2012 to 28 February 2013 to 13 379 289 visitors in the 2013/2014 financial year (March 1, 2013 to February 28, 2014); an increase of 17 186%.

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

### LOCATION DEMOGRAPHICS BY COUNTRY AND CITY

3 APRIL 2012 TO 28 FEBRUARY 2013

COUNTRY/TERRITORY	VISITS - 77 401
United States	22 827 29.49%
South Africa	8 289 10.71%
France	4 500 5.81%
United Kingdom	3 880 5.01%
(Not set)	3 214 4.15%
Germany	3 102 4.01%
Italy	2 425 3.13%
Canada	1 932 2.50%
Portugal	1 879 2.43%
Netherlands	1 865 2.41%

CITY	VISITS
(Not set)	4 808 6.21%
Paris	2 006 2.59%
Cape Town	1 993 2.57%
London	1 762 2.28%
Johannesburg	1 730 2.24%
New York	1 363 1.76%
Brussels	1 235 1.60%
Geneva	1 185 1.53%
Sandton	1 157 1.49%
Bogota	1 017 1.31%

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

### LOCATION DEMOGRAPHICS BY COUNTRY AND CITY

1 MARCH 2013 TO 28 FEBRUARY 2014

COUNTRY/TERRITORY	VISITS - 13 379 289
United States	2 134 472 15.95%
(Not set)	814 790 6.09%
India	717 102 5.36%
United Kingdom	613 873 4.59%
Germany	584 635 4.37%
France	582 355 4.35%
Brazil	579 992 4.33%
Turkey	559 346 4.18%
Italy	541 762 4.05%
Russia	324 860 2.43%

The US accounted for the highest number of users in the period for March 1, 2013 to February 28, 2014, with 2 134 472 visitors in 2013/2014, compared with 22 827 visitors in 2012/2013.

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

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

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

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

### TRAFFIC SOURCES

MARCH 2013 TO FEBRUARY 2014

AQUISITION	VISITS - 13 379 289
Organic Search	6 297 396 47.07%
Direct	4 260 372 31.84%
Referral	2 766 518 20.68%
Social	36 686 0.27%
(Not set)	18 102 0.14%
(Other)	161 0.00%
Email	54 0.00%

The majority of traffic, 6 297 396 visitors (47.07%) arrived at the website via search traffic. The list of search sites (ranked according to % of referral traffic) is below:

### TOP SEARCH SITES

% OF TOTAL: 47.07% (13 379 289)

SOURCE	VISITS - 6 297 397
Google	6 295 147 99.96%
Bing	803 0.01%
Yahoo	589 0.01%
Seznam	428 0.01%
Yandex	214 0.00%
AOL	54 0.00%
Ask	54 0.00%
Babylon	54 0.00%
Conduit	54 0.00%

The top five keywords used to find the Nelson Mandela archive site, in order, were: 1. (not provided) 2. nelson mandela 3. http://archive.nelsonmandela.org/ 4. archive.nelsonmandela.org 5. jen little couple



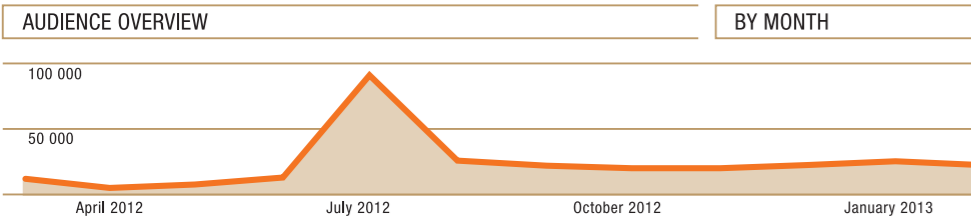
## Mandela Day website

Visitor numbers to the site increased from 283 959 visitors in the 2012/2013 financial year (March 1, 2012 to February 28, 2013) to 343 998 visitors in the 2013/2014 financial year (March 1, 2013 to February 28, 2014), an increase of 21.14%.

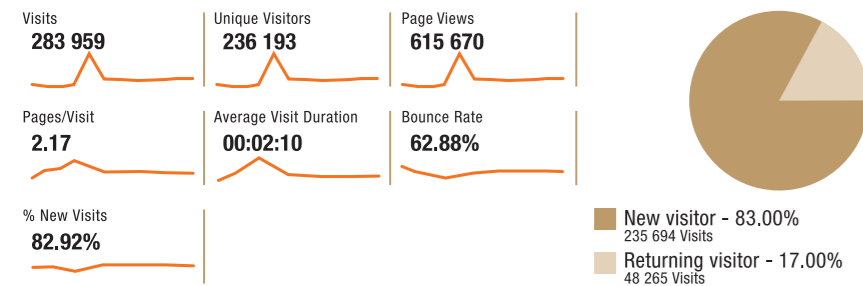
July 2013 was the site's busiest month ever, with over 143 800 visitors to the site, compared with July 2012, when the site saw more than 26 300 visitors.

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

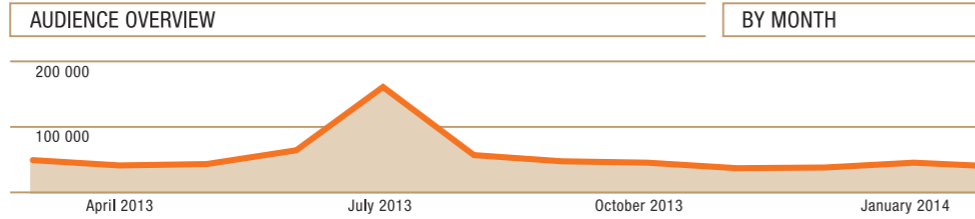
### VISITS AND WEBSITE OVERVIEW FOR 2012/2013 FINANCIAL YEAR



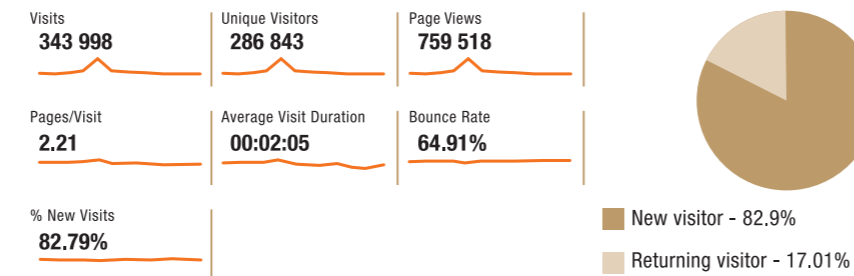
236 193 people visited this site



### VISITS AND WEBSITE OVERVIEW FOR 2013/2014 FINANCIAL YEAR



286 843 people visited this site



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

### TRAFFIC SOURCES

MARCH 2013 TO FEBRUARY 2014

AQUISITION	VISITS - 343 998	PERCENTAGE
(Not set)	221 994	64.53%
Organic Search	43 157	12.55%
Direct	39 129	11.37%
Referral	30 084	8.75%
Social	8 963	2.61%
(Other)	639	0.19%
Email	32	0.01%

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

Referral traffic sent about 8.75% of all visits to the site. The top five keywords used to find the Mandela Day website, in order, were: 1. (not provided) 2. mandela day 3. nelson mandela 4. nelson mandela day 5. mandela day 2013

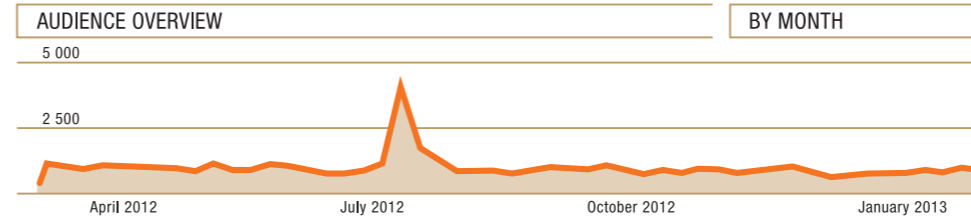
## 46664 website

Visitor numbers to the site decreased from 51 699 visitors in the 2012/2013 financial year (March 1, 2012 to February 29, 2013) to 49 079 visitors in the 2013/2014 financial year (March 1, 2013 to February 29, 2014), a decrease of 5.07%.

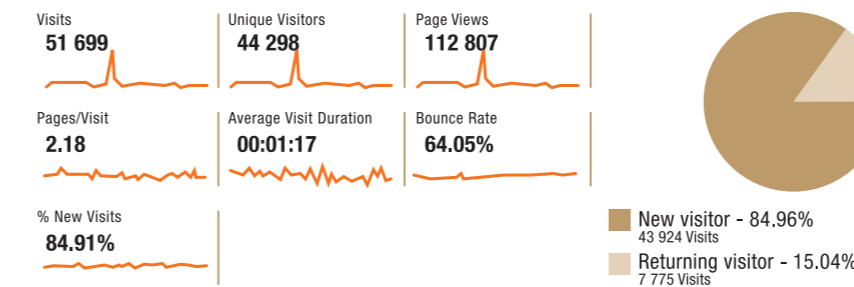
July 2013 was the site's busiest month, with 11 724 visitors to the site, compared with July 2012 when the site saw 8 337 visitors.

The number of page views in this financial year decreased to 112 807, compared with 190 122 page views during the 2010/2011 financial year, representing a 40.91% decrease.

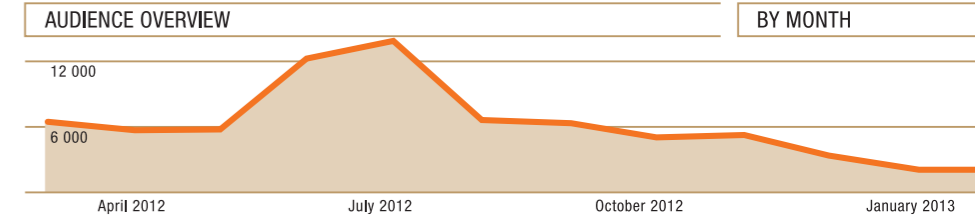
### VISITOR NUMBERS AND SITE OVERVIEW FOR 2012/2013 FINANCIAL YEAR



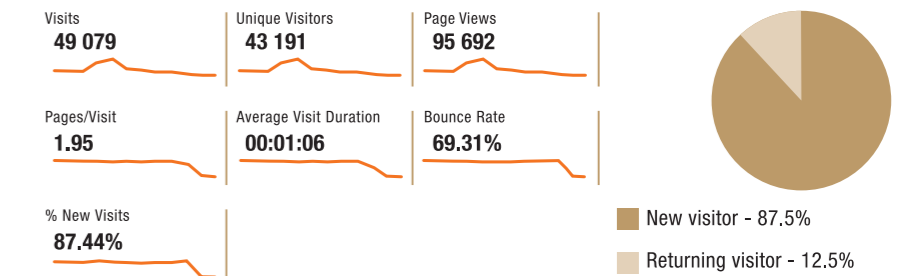
44 298 people visited this site



### VISITOR NUMBERS AND SITE OVERVIEW FOR 2013/2014 FINANCIAL YEAR



43 191 people visited this site



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

### TRAFFIC SOURCES

AQUISITION	VISITS - 49 079	PERCENTAGE
(Not set)	31 734	64.66%
Organic Search	11 009	22.43%
Direct	3 681	7.50%
Referral	2 446	4.98%
Social	209	0.43%

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

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



## Social media

Social media accounts for the Nelson Mandela Foundation were introduced on 18 July 2011, including the establishment of:

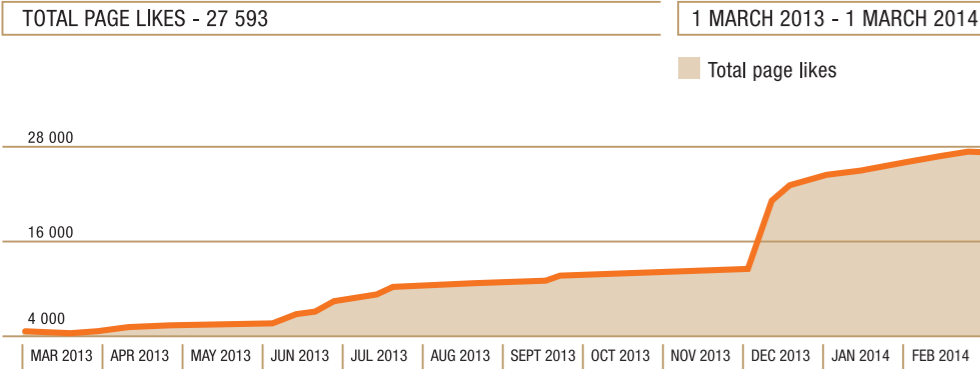
1. Multiple Facebook pages
2. A Twitter account
3. A Flickr account
4. A YouTube account



### CENTRE OF MEMORY PAGE

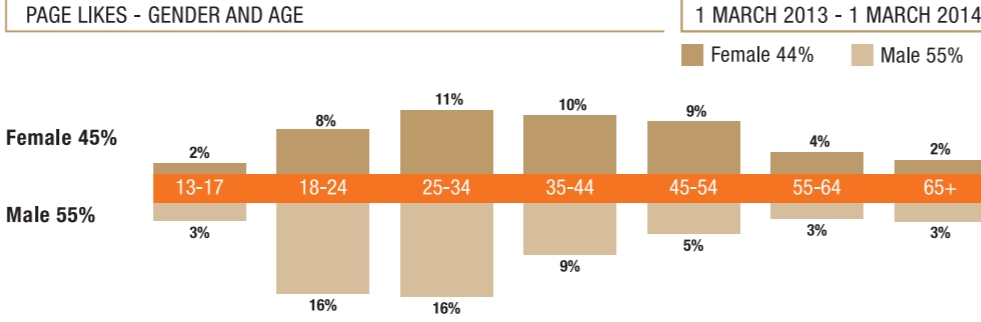
As at 1 March 2013, the Facebook account <http://www.facebook.com/NelsonMandelaCentreOfMemory> had grown to 4 256 likes.

#### FACEBOOK - CENTRE OF MEMORY



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

#### FACEBOOK - CENTRE OF MEMORY



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

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

#### FACEBOOK - CENTRE OF MEMORY

ORIGIN - COUNTRY - CITY - LANGUAGE | 1 MARCH 2013 - 1 MARCH 2014

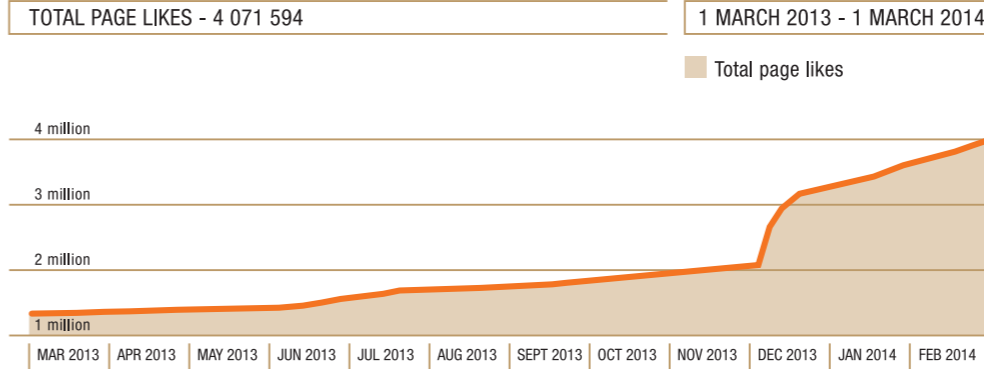
COUNTRY	FANS	CITY	FANS	LANGUAGE	FANS
South Africa	4 595	Johannesburg, Gauteng, South Africa	1 120	English (US)	14 260
United States of America	3 306	Cape Town, Western Cape, South Africa	588	English (UK)	3 871
Brazil	1 399	Pretoria, Gauteng, South Africa	485	French (France)	2 407
India	1 219	Nairobi, Kenya	313	Portuguese (Brazil)	1 462
Nigeria	888	London, England, United Kingdom	309	Spanish	1 390
United Kingdom	877	Durban, KwaZulu-Natal, South Africa	306	Portuguese (Portugal)	975
France	848	Lagos, Nigeria	303	Italian	669
Portugal	786	Kampala, Uganda	251	Spanish (Spain)	585
Italy	721	Lisbon, Lisboa, Portugal	240	German	469
Kenya	515	Sao Paulo, Brazil	225	Arabic	288



### NELSON MANDELA PAGE

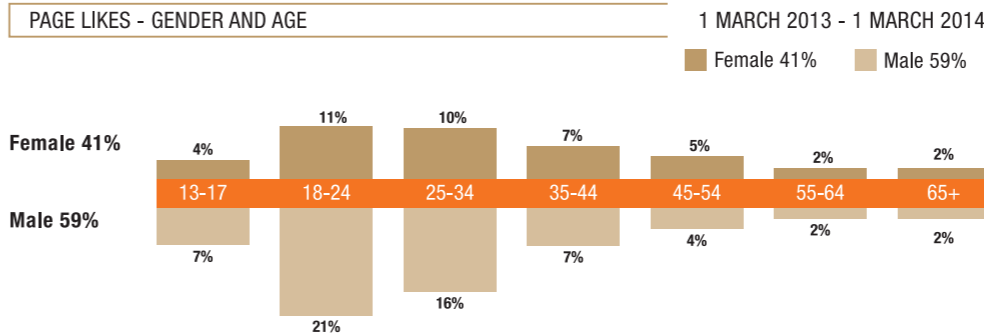
As at 1 March 2013, the Facebook account <https://www.facebook.com/nelsonmandela> had grown to 1 286 185 likes.

#### FACEBOOK - NELSON MANDELA



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

#### FACEBOOK - NELSON MANDELA



The data shows that the majority of page fans are male and belong to the 18-24 age group.

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

#### FACEBOOK - NELSON MANDELA

ORIGIN - COUNTRY - CITY - LANGUAGE | 1 MARCH 2013 - 1 MARCH 2014

COUNTRY	FANS	CITY	FANS	LANGUAGE	FANS
United States of America	431 846	Johannesburg, Gauteng, South Africa	48 670	English (US)	1 718 188
Brazil	258 256	London, England, United Kingdom	48 660	French (France)	535 211
India	243 303	Dhaka, Bangladesh	46 582	English (UK)	431 344
South Africa	216 954	Paris, Ile-de-France, France	41 302	Spanish	278 301
France	208 341	Cairo, Al Qahirah, Egypt	35 837	Portuguese (Brazil)	259 144
United Kingdom	161 816	São Paulo, Brazil	34 455	Italian	150 603
Italy	155 619	Abidjan, Côte d'Ivoire	32 488	Spanish (Spain)	107 579
Germany	92 095	Nairobi, Kenya	31 925	Portuguese (Portugal)	100 454
Mexico	87 882	Cape Town, Western Cape, South Africa	29 629	German	99 837
Bangladesh	78 724	Lagos, Nigeria	24 099	Arabic	58 655





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

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



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

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



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

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



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

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



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

**IN A WORLD IN WHICH BREATHTAKING ADVANCES IN TECHNOLOGY AND COMMUNICATION HAVE SHORTENED THE SPACE BETWEEN ERSTWHILE PROHIBITIVELY DISTANT LANDS; WHERE OUTDATED BELIEFS AND IMAGINARY DIFFERENCES AMONG PEOPLES WERE BEING RAPIDLY ERADICATED; WHERE EXCLUSIVENESS WAS GIVING WAY TO COOPERATION AND INTERDEPENDENCE, WE TOO FOUND OURSELVES OBLIGED TO SHED OUR NARROW OUTLOOK AND ADJUST TO FRESH REALITIES.**

NELSON MANDELA | From a letter to Mrs Manorama Bhalla, Secretary, Indian Council for Cultural Relations, written on Robben Island, 3 August 1980



# SPECIAL DIGITAL PROJECT

5 - 15 DECEMBER 2013

The comprehensive digital strategy to be followed in the event of Mr Mandela's passing was created timeously. The project was a collaborative engagement between the Foundation and its sister organisations, namely the Nelson Mandela Children's Fund and The Mandela Rhodes Foundation, and the Foundation's digital partner, Flow Communications.

The project plan detailed the expected real-time digital response required in the event of Mr Mandela's passing, as well as the process that would reasonably unfold immediately following the public announcement.

The following review covers the period 5 to 15 December 2013, the time from Mr Mandela's passing to his burial, and provides web stats on [www.nelsonmandela.org](http://www.nelsonmandela.org), the main web digital driver where all other Foundation-owned digital platforms pointed to in collaboration with the sister organisations.

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

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

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

At 9pm Flow was informed that it was likely an announcement was to be made about Mr Mandela

Between 9pm and 11.45pm, the web servers received an increasing load of traffic, peaking at about 2 000 concurrent users on the site

When Jacob Zuma made the announcement, the load increased from 2 000 users to 25 000 concurrent users on the site

In the hour between 11pm and 12am, 112 484 unique visitors were registered on the website, more visitors than in an average month for [nelsonmandela.org](http://nelsonmandela.org)

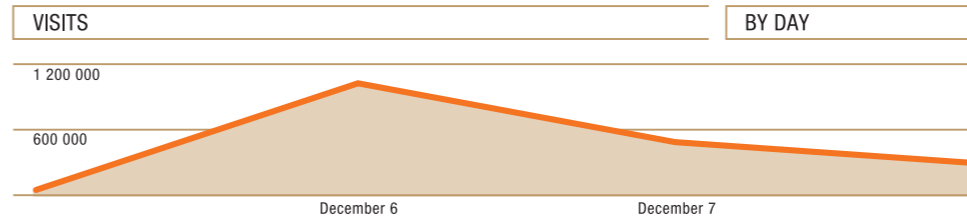
Between December 5 and 6, 1 020 121 unique visitors were registered on the website.

Following news of Mr Mandela's passing, it was imperative that the website continued to play its role as a reliable source of digital content on all aspects of Mr Mandela's life and times, including ongoing news and information about his funeral arrangements, tributes from world leaders, and rich content coverage of happenings across the globe (and at the Centre of Memory) in honour of his life and legacy.

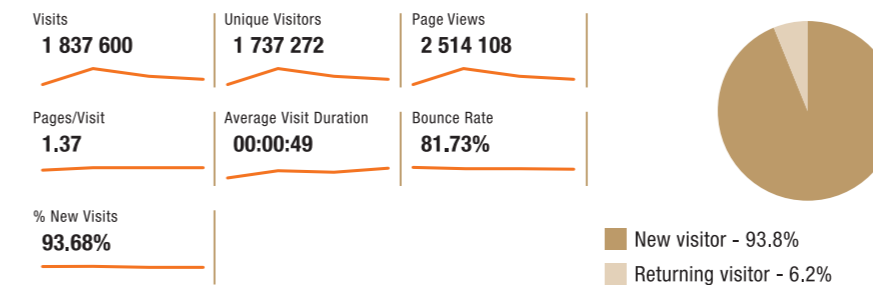
Throughout the period in review the website remained the portal of choice (after the digital archive) on information about Mr Mandela's life, and was praised for being an online and accessible one-stop shop for information relating to happenings taking place across the country.

Website statistics in the upcoming section will illustrate the site's competency in this regard.

## WEBSITE TRAFFIC: 5 TO 8 DECEMBER 2013 (THE FIRST +/- 100 HOURS)



1 737 272 people visited this site



After news of the announcement of Mr Mandela's passing on 5 December 2013, the website [www.nelsonmandela.org](http://www.nelsonmandela.org) received unprecedented numbers of website traffic.

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

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

## WEBSITE TRAFFIC: GLOBAL AUDIENCE

5 TO 8 DECEMBER 2013 (THE FIRST +/- 100 HOURS)

COUNTRY/TERRITORY	VISITS - 1 837 600	PERCENTAGE
United States	562 522	30.61%
United Kingdom	198 888	10.82%
(Not set)	130 876	7.12%
South Africa	89 116	4.85%
Germany	78 163	4.25%
India	77 314	4.21%
Canada	67 544	3.68%
France	56 613	3.08%
Italy	46 582	2.53%
Brazil	46 025	2.50%

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

## INITIAL CONTENT CONSUMPTION AND DEMAND

5 TO 8 DECEMBER 2013 (THE FIRST +/- 100 HOURS)

PAGE	PAGE VIEWS - 2 514 108	PERCENTAGE
/	1 130 341	44.96%
/p90/index.html	260 053	10.34%
/content/page/biography	196 061	7.80%
/content/page/donate	124 364	4.95%
?origin=p90	122 819	4.89%
/content/page/names	51 814	2.06%
/news/entry/statement-by-zelda-le-grange-on-the-passing-of-nelson-mandela	26 971	1.07%
/content/page/timeline	24 627	0.98%
/news/entry/leave-a-tribute-for-madiba-in-your-home-language	23 170	0.92%
/p90/index.html?origin=http://www.mandeladay.com/	23 319	0.89%

Interestingly, the top five viewed website pages in the first 100 hours were as follows: 1. Home page (indicated by /) 2. p90 Holding page (indicated by p90) 3. Biography 4. Donate page 5. Names database



## WEBSITE TRAFFIC: 5 TO 8 DECEMBER 2013 (THE FIRST +/-100 HOURS)

As the national 10-day mourning period unfolded, the website shifted its primary focus. Although still a primary international resource on all information relating to the life and times of Mr Mandela, in the 10-day mourning period the website also became a platform for world leaders to share their tributes and pay condolences.

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

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

## NELSON MANDELA MESSAGE

43 012  
SUBMISSIONS

1 607 116  
VIEWS

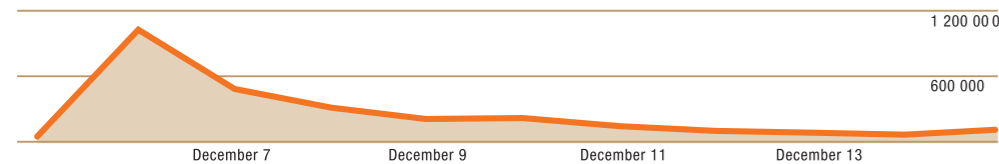
From 5 to 15 December, while numerous tribute and legacy events were being held at the Centre of Memory, the website also became a portal of content coverage of live events, hosting rich media content (videos, images and original content).

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

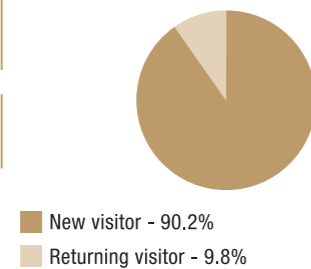
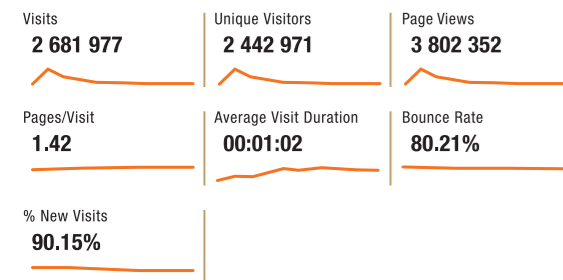
## WEBSITE TRAFFIC AND STATISTICS: 5 TO 15 DECEMBER 2013

VISITS

BY DAY



2 442 971 people visited this site



## CONTENT CONSUMPTION – 5 TO 15 DECEMBER 2013

% OF TOTAL: 31.46% (3 802 352)

COUNTRY/TERRITORY	PAGE VIEWS – 1 196 220
/content/page/biography	608 738 50.89%
/content/page/donate	142 620 11.92%
/content/page/names	101 039 8.45%
/content/page/timeline	66 801 5.58%
/content/page/faqs	51 884 4.34%
/content/page/genealogy	42 453 3.55%
/content/page/prison-timeline	37 498 3.13%
/content/page/speeches	17 606 1.47%
/content/page/about1	13 918 1.16%
/content/page/biography/	10 258 0.86%

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

From 5 to 15 December, the donate page received 142 620 page views.

## MOST POPULAR NEWS – 5 TO 15 DECEMBER 2013

% OF TOTAL: 10.81% (3 802 352)

COUNTRY/TERRITORY	PAGE VIEWS – 411 093
/news/entry/statement-by-zelda-le-grange-on-the-passing-of-nelson-mandela	34 747 8.45%
/news/entry/arrangements-for-the-laying-to-rest-of-former-president-nelson-mandela	30 238 7.36%
/news/entry/remembering-nelson-mandela-remarks-by-president-barack-o-bama	24 596 5.98%
/news/entry/leave-a-tribute-for-madiba-in-your-home-language	24 406 5.94%
/news/entry/dr.-maya-angelou-his-day-is-done-a-tribute-poem-for-nelson-mandela	24 276 5.91%
/news/entry/family-statement-on-the-death-of-a-great-man	20 832 5.07%
/news/entry/honouring-thembekile-mandela	17 779 4.32%
/news/entry/message-from-the-nelson-mandela-foundation-the-nelson-mandela-childrens-fund	11 521 2.80%
/news/entry/i-am-prepared-to-die	8 305 2.02%
/news/entry/nelson-mandela-state-funeral-update-statement-by-minister-cohabane-on-behalf	7 711 1.88%

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

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

US President Barack Obama's statement titled "Remembering Nelson Mandela" received some 25 000 views.

## WEBSITE TRAFFIC SOURCES: COUNTRY SITES

5 TO 15 DECEMBER 2013

COUNTRY/TERRITORY	VISITS – 2 681 977
United States	922 791 34.41%
United Kingdom	284 486 10.61%
(Not set)	190 263 7.09%
South Africa	187 174 6.98%
Canada	114 601 4.27%
India	90 101 3.36%
Germany	88 823 3.31%
France	69 348 2.59%
Italy	54 764 2.04%
Brazil	52 094 1.94%

The website traffic sources from 5 to 15 December remained similar to those seen within the first 100 hours following news of Mr Mandela's passing, with traffic sources (identified) from the US, UK and South Africa leading.

## TRAFFIC SOURCES

ACQUISITION

	Sessions	% New Sessions	New Users
Organic Search	1 174 818	90.15%	2 417 909
Referral	949 434		
Direct	317 275		
Social	240 175		
Email	166		
(Other)	108		

BEHAVIOUR

	Bounce Rate	Pages/Session	Avg. Session Duration
Organic Search	79.37%	1.42	00:01:02
Referral	81.87%		
Direct	78.61%		
Social	79.93%		
Email	78.31%		
(Other)	81.48%		

Over the period in review, most traffic arrived at the site via organic search, with 1 174 818 visits.

Referral sites sent 949 434 visits, while direct traffic accounted for 317 275 visits.

Social media sent 240 175 visits to the website.

The top referral sites are indicated below and include the Archive site (482 320 visits), Amazon.com and Facebook.

## TOP REFERRAL SITES

% OF TOTAL: 44.36% (2 681 977)

SOURCE	SESSIONS – 1 189 626
archives.nelsonmandela.org	482 320 40.54%
amazon.com	148 566 12.49%
facebook.com	93 205 7.83%
m.facebook.com	93 193 7.83%
t.co	50 361 4.23%
amazon.co.uk	49 496 4.16%
amazon.de	46 377 3.90%
en.wikipedia.org	30 462 2.56%
amazon.co.jp	23 318 1.96%
bbc.co.uk	13 461 1.13%

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

The top 10 social media referrals are indicated below:

## TOP 10 SOCIAL MEDIA REFERRAL SITES

% OF TOTAL: 8.96% (2 681 977)

SOURCE	SESSIONS – 240 175
Facebook	186 955 77.84%
Twitter	50 360 20.97%
Google+	559 0.23%
Blogger	482 0.20%
WordPress	311 0.13%
Goodreads	190 0.08%
Care2	185 0.08%
YouTube	176 0.07%
Disqus	152 0.06%
BuzzFeed	75 0.03%



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

#### HOW USERS ACCESSED THE SITE

% OF TOTAL: 100% (2 681 977)

DEVICE CATEGORY	SESSIONS – 2 681 977
Desktop computer	1 559 005 58.13%
Mobile device	909 472 33.91%
Tablet	213 500 7.96%

In terms of actual device, the Apple iPhone was the most popular device, followed by the Apple iPad. The top devices are indicated below:

#### TOP ACCESS TO SITE BY DEVICE

% OF TOTAL: 41.87% (2 681 977)

MOBILE DEVICE INFO	SESSIONS – 1 122 972
Apple iPhone	310 605 27.66%
Apple iPad	169 971 15.14%
(Not set)	134 411 11.97%
Samsung GT-19300 Galaxy S III	29 237 2.60%
Samsung GT-19500 Galaxy S IV	17 433 1.55%
Opera Mini for S60	16 199 1.44%
Spice M6800 Flo	13 186 1.17%
BlackBerry Curve 9320	12 130 1.08%
Apple iPod	10 419 0.93%
Samsung GT-19505 Galaxy S III	8 499 0.76%

THE CALL NOW IS FOR EACH OF US TO ASK OURSELVES: ARE WE DOING EVERYTHING WE CAN TO BUILD THE COUNTRY OF OUR DREAMS?

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



# DONOR ENGAGEMENT OPPORTUNITIES

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

Our worldwide network of donors forms an alliance that promotes increased social justice in the global community. No matter the giving level, these individuals, foundations and corporations stand shoulder-to-shoulder with the late Mr Mandela in advocating for equality and cohesion through memory and dialogue.

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

## NELSON MANDELA LEGACY CHAMPIONS

*Nelson Mandela Legacy Champions give at the highest levels to secure the late Mr Mandela's humanitarian legacy, making a substantial financial and symbolic commitment to the values of social justice and democracy.*

Legacy Champions ensure that Madiba's legacy continues beyond his passing. Opportunities include:

- An investment of \$1 000 000 or more in Madiba's Sustainability Fund
- Becoming an Ambassador among iconic global Champions by inviting your network of friends and colleagues to join you as a Legacy Champion
- Joining a unique community of prominent figures that have already made this commitment. They include: former US President

Bill Clinton, Mr Patrice Motsepe, Mr Tokyo Sexwale, Mr David Rockefeller and Ms Peggy Dulany. The Indian government and Vodacom have also joined this illustrious group.

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

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



## NELSON MANDELA LEGACY PARTNERS

*Nelson Mandela Legacy Partners commit at any level from \$100 000 bringing much needed support in preserving and furthering Madiba's legacy.*

Legacy Partners make an investment of \$100 000 – \$999 999 to assure the preservation of Madiba's legacy through his personal archives and his life and times through the Foundation's extensive dialogue, advocacy, content and education programmes, to ensure Madiba's legacy will continue to empower societies to move towards freedom.

We are pleased to recognise Legacy Partners through Legacy Partner Certificates; access to Foundation activities and stakeholders; and recognition in internal and external communications, both locally and internationally.

*"Today we are launching the Nelson Mandela Centre of Memory. We want it to be part of what we have called the processes of restoration and reconciliation ... It is our hope that it will grow into a vibrant public resource offering a range of services to South Africans and visitors from all parts of the world ..."*

*And most importantly, we want it to dedicate itself to the recovery of memories and stories suppressed by power. That is the call of justice: the call that must be the project's most shaping influence."*  
– Nelson Mandela, at the launch of the Nelson Mandela Centre of Memory on 21 September 2004

## 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	
ZIP/POSTAL CODE	
PHONE NO.	
EMAIL	
INSERT GIFT STREAM	
VISA / MASTERCARD / AMERICAN EXPRESS / DISCOVER	
IS THIS A MONTHLY GIFT	YES <input type="checkbox"/> NO <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, Mr Mandela, we extend our warmest thanks and appreciation for your support of his vision and the importance of memory and dialogue for social justice.



NELSON MANDELA  
FOUNDATION

*Living the legacy*



# NELSON MANDELA ORGANISATIONS



NELSON MANDELA  
FOUNDATION

*Living the legacy*



THE MANDELA RHODES  
FOUNDATION



BENEFITING THE  
Nelson Mandela  
CHILDREN'S FUND®



CHANGING THE WAY SOCIETY TREATS ITS CHILDREN AND YOUTH



NELSON MANDELA  
Institute for  
EDUCATION AND  
RURAL DEVELOPMENT





NELSON MANDELA  
FOUNDATION

*Living the legacy*

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

– **Sello Hatang** Chief Executive, Nelson Mandela Foundation

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

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