MESSAGE FROM THE CO-DIRECTORS

We are deeply grateful to everyone who contributed to the building of Unyoke Foundation over the past few years. At the end of a difficult 2020 we can proudly say that we are now on a good upward trajectory and are much stronger than before.

In this document we provide an overview of our journey over the last two years, detailing amongst other matters, organisational management structure and administration, programme/project feedback, fundraising and partnership initiatives.

Chris Spies
Nomfundo Walaza
CO-DIRECTORS UNYOKE FOUNDATION
Unyoke Foundation (UF) is probably the only organisation that focuses on the inter-generational accompaniment of peacebuilders in Africa and beyond. Since its establishment in November 2017, UF has grown into a fully-fledged African resource organisation.

An initiative that started in 2015 as a modest effort to provide spaces for international and national peacebuilders to unyoke, i.e. pause, reflect, refresh and inspire each other, has grown into an organisation with eight board members, two co-directors, four full-time staff members, ten facilitators in training, four contracted accompaniers and 60 alumni.

All in all, UF accompanies and supports 36 South Sudanese youth — 24 in South Sudan (also known as 641M: 64 children/tribes of one mother) and 12 in refugee settlement areas in Uganda.

Support for our work in South Sudan comes from Humanity United (HU). Our work in Uganda is supported by Oxfam. UF co-directors and staff collaborate with teams from HU and Oxfam respectively in what is now known as Cohort 0, which is a coordinating group that focuses on joint action and co-creation, monitoring, learning and evaluation.

Apart from the intergenerational accompaniment of young South Sudanese, UF facilitated six generic unyokes since 2015 as well as sessions in Denmark and Finland. We are proud of the fact that board members largely funded most of the generic unyokes from their own pockets, and we are grateful for the generous support of alumni and friends who have also donated to UF.

This year was a watershed period for UF. Apart from Covid-19, which has disrupted travel and meetings with young people, it was a year of rapid expansion and growth pains. Our strategy to appoint an Executive Director in January did not work out as planned and we were forced to design a more creative management structure which allows for more inclusivity and accountability insofar as leadership and decision-making are concerned.

From this learning experience, UF is now managed in three domains:

- **Domain A**: Finance, Admin and Human Resource Management [Dianne Whiting and Stephan Fourie];
- **Domain B**: Programmes [Maggie Ainley and Tumi Jonas]; and
- **Domain C**: Coordination, International Collaboration and Resource Mobilisation [Nomfundo Walaza and Chris Spies].

The future is bright and brimming with possibilities. Our vision to weave “a human thread of flourishing and aspirant young leaders — especially women — who are connected with established peace leaders as a supportive community of practice, first in Africa (rooted in African knowledge systems) and then globally” is beginning to take shape.

The seed for UF was planted in 2015. Its roots and stem grew stronger in 2017-2020. From now on it will bear fruit that will produce the seeds for the next generation of aspirant peacebuilders. It is clear from the feedback of the young people that they have more confidence because they are connected and supported, not only by UF, but by the funders and their peers.
"THE UNYOKE SPIRIT IS ABOUT CONNECTEDNESS. THE INDIVIDUAL TELLS THE STORY, BUT THE COMMUNITY RECEIVES IT. UBUNTU IS THE WAY WE COME OUT OF AN UNYOKE SESSION."

NOBUKHOSI ZULU
The following report gives an overview of the journey UF has travelled over the last two years, starting with board members, patrons, associates, and then giving more details per domain.

**BOARD OF DIRECTORS**

Current and past members of the board are as follows:

- **Andrew Ihsaan Gasnolar**
  - Board member since 2019,
  - Chairperson since January 2020
- **Nirina Kiplagat**
  - Board member 2017–present
- **Andries Odendaal**
  - Board member 2017–present
- **Akunna Ethel Onwu**
  - Board member 2017–present
- **Christoffel Spies**
  - Founding board member and
  - Co-Executive Director, 2017–present
- **Nomfundo Walaza**
  - Founding board member and
  - Co-Executive Director, 2017–present
- **Nobukhosi Zulu**
  - Board member 2019–present
- **Lionel Louw**
  - Retired, Chairperson and board member from 2017–2020.
- **Eleanor du Plooy**
  - Resigned, board member from 2017–2020.

Board members can serve for two terms of three years each. The board met three times in 2019 and four times in 2020 and held two annual strategic planning sessions in 2019 and 2020. These were facilitated by James Taylor of the Community Development Resource Association (CDRA).

**PATRONS**

The current patrons are Prof. John Paul Lederach (USA) and Bishop Paride Taban (South Sudan). The search for two women patrons is continuing.

**ASSOCIATES**

While UF has, on paper, eleven associates, we have now finalized the criteria for the selection of associates. The preparation of a detailed strategy on how associates will be selected to support our work is underway.
A HUMAN THREAD OF FLOURISHING AND ASPIRANT YOUNG LEADERS — ESPECIALLY WOMEN — WHO ARE CONNECTED WITH ESTABLISHED PEACE LEADERS AS A SUPPORTIVE COMMUNITY OF PRACTICE, FIRST IN AFRICA (ROOTED IN AFRICAN KNOWLEDGE SYSTEMS) AND THEN GLOBALLY.
FINANCE AND ADMINISTRATION

Unyoke Foundation’s staff complement has grown significantly during the period under review. It includes:

**STAFF**

- **Dianne Whiting**  
  Finance and Admin team, September 2019–present.
- **Stephan Fourie**  
  Finance and Admin team, consultant since April 2020 and team member since September.
- **Maggie Ainley**  
  Programmes team, consultant since April 2020 and team member since September. Maggie is based in Nakuru, Kenya.
- **Tumi Jonas**  
  Programmes team, consultant and team member since September.
- **Chris Spies and Nomfundu Walaza**  
  Coordination, International Collaboration, and Resource Mobilisation team. Both were contracted as consultants for project work by HU during 2019 but are now contracted by UF as per agreement with HU from 2020 onwards.
- **Eleanor du Plooy**  
  Former Executive Director from January-July 2020 and consultant from August-October 2020.

**FINANCE AND SYSTEMS**

We implemented new cloud-based financial management systems, as well as collaboration and remote working tools. These systems make it possible for UF staff to work and collaborate effectively from home. UF does not rent any offices.

**INTERNATIONAL FUNDING PARTNERS**

We are very privileged to have extremely supportive funders. HU is supporting UF through General Operating Support Grants for 2020 and for 2021-23, and a project grant for 2020. HU’s support has made it possible for us to appoint key staff and to set up efficient systems and practices to facilitate our work.

- Oxfam is the donor for our work with young South Sudanese in refugee settlements in Uganda.
- Urgent Africa Fund provided partial financial assistance for facilitators training in 2019.
- Several friends and alumni contributed towards the costs of the generic unyoke retreats.
“PARTNERSHIP IS ABOUT TRUE CO-CREATION WITH A FOCUS ON GIVING THE WORK THE TIME IT NEEDS TO GROW, LEARNING WHEN TO ACT, AND ADAPTING TO WHAT EMERGES, WITH THOSE AT THE CENTRE OF THE WORK LEADING THE WAY.” HUMANITY UNITED
An important strategic focus is the expansion of the pool of facilitators to lead unyoke retreats. The first session to increase the pool of Unyoke process facilitators was held in June 2019 at Moore’s End, Stellenbosch. The impact of the Covid-19 pandemic has placed much of what was planned for 2020 on hold; however, the programmes team is working on a strategy to both support and to keep this dynamic team of facilitators growing.

Four of the trainees are currently accompanying the Oxfam cohort and the fifth one, Tumi Jonas, is the coordinator of the Oxfam accompaniment process. One trainee, Kuol Arou Kuol, is conducting unyoke processes for former child soldiers in a refugee settlement area in Uganda.

SOUTH SUDANESE YOUTH IN SOUTH SUDAN
(THE HUMANITY UNITED COHORTS/641M)

Nomfundo Walaza and Chris Spies are each responsible for the accompaniment of two cohorts of 12 South Sudanese youth. The cohort members were carefully selected after extensive interviews. Since mid-2020, and in recognition of challenges posed by Covid-19, accompaniment takes the form of regular two-hour conversations with individuals, additional phone calls and WhatsApp communication to provide support related to various emergency and non-emergency issues.

We also provide feedback on proposals, forward communication and information, and encourage networking with peacebuilders in South Sudan and Uganda through a WhatsApp channel called “Growing 641M”.

Cohort 1 was formed in 2017 and its members attended three unyoke retreats in South Africa. They transformed from a group of 12 individuals who were very suspicious of one another when they first met to a tight “family”. This cohort divided into three teams that focused on three specific strategies:

- Team 1 (Salaam Junub) initiated the Take Tea Together (TTT) concept whereby thousands of people gathered over time at regular TTT events at the Gurei Peace Tree to have conversations over tea about prominent societal issues. The four members of this team have done a sterling job of inspiring many people to build peace in their communities and between different tribes. They composed songs, wrote poems, facilitated conversations, created spaces for cultural dances, comedians, and artists, and were the guests during various radio and TV shows. They commissioned a film maker to create a documentary, which will be finalised before the end of 2020.

- Team 2 focused on encouraging different communities to appreciate one another’s cultural dances. After the first cultural dance events, team 2 joined forces with team 1 to integrate cultural dances with TTT events.

- Team 3 used disability as an entry point to bring healing and build peace. They helped amputees and people with disabilities to write their stories and to amplify the plight of amputees in South Sudan. Wheelchair basketball amputees were also invited to participate in one of the TTT events. The aim is to publish a book with their stories.
Cohort 2 members, mostly comprising people who live in the rural areas, were selected in 2018. This was a deliberate strategy intended to ensure that activities were centred not only around the capital, but to include members from the rural communities who are often marginalized and not included in processes.

This cohort attended four unyoke retreats in Uganda, South Africa and Nepal. They chose not to divide into teams, but to rather focus on visiting and supporting each other in their different locations as diverse teams comprising people from different identities. It is a powerful approach, as South Sudanese normally only travel to their tribal areas and people rarely visit other tribes’ areas.

Cohort 1 and 2, now known as 641M, attended three joint retreats in Kuron Peace Village and Kit (2019), and Wau (2020). The focus of the retreats was on organisational matters and determining what they could do together as 641M. As soon as travel is permitted, they will come together to continue sharing their stories, dreams and challenges. During the Wau meeting, they decided to prioritise joint visits to fellow 641M members.

So far the joint activities have included visits and facilitated processes in Turalei, Mvolo, Nimule, Kiryandongo refugee settlement area, Terekeka and Ayilo refugee settlement.

There has also been participation in radio talk shows and the broadcasting of peace messages across South Sudan. The young people have also written and recorded two peace songs which are currently trending in South Sudan.

Here too, we would like to mention that cohort members contributed towards a Flexible Dignity Fund, from their monthly stipends. This Flexible Dignity Fund was put in place for emergency purposes, to support cohort members when the need arises. 641M have just designed and agreed on criteria whereby the fund will be utilised and managed.

During one of the strategic planning sessions with HU, the international team of accompaniers formed Cohort Zero (C0). C0 members are Chris Spies and Nomfundo Walaza, John Paul Lederach and Akwasi Aidoo (HU advisors), Zoë Newcomb and Jesse Eaves (HU programme staff), Maria Selde and Omar Salem (Search for Common Ground) and Pedro Portela (Hive Mind Institute). UF has bi-weekly meetings with HU programme staff, and weekly C0 meetings.

UF and C0 are committed to South Sudanese people leading and taking ownership of their activities and decision-making processes.
**SOUTH SUDANESE YOUTH IN REFUGEE SETTLEMENT AREAS IN UGANDA (OXFAM COHORT)**

**Project overview**
The collaboration between UF and Oxfam IBIS is focused on accompanying young South Sudanese Peacebuilders residing in Ugandan refugee settlements to identify, devise, and advance peacebuilding initiatives that will actively transform their communities. The project was launched in January 2019 and currently a two-year period of implementation is foreseen until the end of 2021.

**Unyoke Retreats**
The cohort have attended two retreats thus far: In Kuron Peace Village in October 2019 (facilitated by Nomfundo Walaza and Chris Spies) and in Jinja, Uganda in February 2020. This was facilitated by UF’s facilitators Alfred Kibunja and Aluel Manyok Atem, with Nomfundo Walaza as the accompanier.

**Changes due to COVID-19 Pandemic**
Since early May 2020, UF facilitators have been engaged in a process of accompaniment designed to offer support and respond to the needs of individual cohort members in the context of the COVID-19 pandemic. This follows a change of course from a series of retreats initially planned to take place throughout the year, to a more remote method of engagement through one-on-one accompaniment of cohort members.

**Accompaniment Framework**
Tumi Jonas Mpofu coordinates the accompaniment process. Three facilitators, Aluel Manyok Atem, Kuol Arou Kuol (both part of 641M) and Alfred Kibunja, along with Maggie Ainley, work in two teams and each team accompanies six members of the Oxfam cohort. The process follows the format of a weekly check-in call between UF facilitators and cohort members. Accompaniers check in with each other on a weekly basis and submit reflections on their accompaniment calls. This is to share information, notes, challenges and opportunities emerging from the conversations with individual cohort members. It also provides the space for Nomfundo and Chris to accompany the whole team and its various processes.

More recently, this process has seen another layer added into it with the establishment of Cohort 0 which comprises accompaniers, UF staff and Oxfam partners. The intention is to provide a platform from which to share, exchange and learn from one another as well as to design and co-create the process going forward.

**Unyoke Foundation and Partners’ Contributions**
UF provided humanitarian assistance in the form of a once-off contribution per cohort member. This was in recognition of the need arising from the uncertainty of the times, especially with the impending restrictions on movement, as well as the anticipated impact of Covid-19 on the everyday lives of cohort members. Alongside this, a monthly communication allowance for each cohort member has been made available to support the efforts of cohort members to connect with one another both digitally and physically. This has gone a long way in cementing UF’s promise to walk alongside cohort members in a way that builds and affirms dignity, respect, and confidence.

**The future of the project**
Given the nature and depth of the learning evolving from this process of accompaniment, it is vital to ensure that one-on-one accompaniment continues, and the lessons learned are integrated into this process/partnership going forward. Given the uncertainty of the pandemic globally, it is difficult to predict exactly what direction the nature of the engagements will take next year. We are, however, thinking ahead and drawing from lessons learned in this process to inform potential scenarios for next year.

We are in the process of engaging Oxfam IBIS on the possibility of an additional cohort and a commitment to multi-year funding.
GENERIC UNYOKES

Generic unyokes bring together international and South African peacebuilders in Volmoed, Hermanus. It remains a very important process and space for rejuvenation, inspiration and networking. Generic unyokes are funded by donations from board members and alumni and from participants who can afford to pay the retreat fees.

In the reporting period only one retreat took place, in October 2019. UF cancelled the 2020 retreat because of Covid-19 regulations.

AFRICA-WIDE INTERGENERATIONAL ACCOMPANIMENT

A major focus for 2021 is to make progress towards creating a web of intergenerational accompaniers on the African continent. The dream is to connect every single young peacebuilder, especially women, to other peacebuilders in the field. This will be done through the creation of an interactive internet platform that will make it easier for peacebuilders to identify others to support them.

THE DREAM IS TO CONNECT EVERY SINGLE YOUNG PEACEBUILDER, ESPECIALLY WOMEN, TO OTHER PEACEBUILDERS IN THE FIELD.

AFRICAN PEACEBUILDERS WEB

The African Peacebuilders Network remains an important platform to bring together peacebuilders across the continent and abroad, to share insights, challenges and opportunities. A recent conversation on the platform sparked a series of reflections on what members would like to see more of. This has given UF much to work with as it hopes to create an interactive website from which to support this network of peacebuilders.
UF COORDINATION, INTERNATIONAL COLLABORATION, AND RESOURCE MOBILISATION

Domain C is the domain that is set up to co-ordinate and find resources that are critical for the sustainability of UF programmes and operations. UF cannot sustain its varied operations without ensuring that this domain is adequately resourced and strengthened to deliver on its stated plans and outputs. In addition, this domain will not flourish if it does not receive the support needed from the other two domains.

Currently the trend in many organisations is that resource mobilisation is structured as a unit that can stand on its own. However, our view at UF is that strengthening relationships with stakeholders and working collaboratively with our partners is part and parcel of ensuring that we succeed in mobilising resources. This will provide for the long-term sustainability of our programmes and operations.

Resource mobilisation does not only refer to financial matters, but also to the many ways that donors, supporters and friends of Unyoke Foundation have supported our work to date. UF has weathered the many challenges of 2020, thanks to the generous support from HU, Oxfam and Urgent Africa Fund. In addition, we receive ongoing support from board members, friends, alumni and associates. This support sustains the programmes we offer to the many peacebuilders operating in conflict zones.

This domain was set up to ensure the following:

- A well-coordinated management system.
- The building and maintenance of strong relationships with stakeholders.
- Solidifying the reputation and credibility of UF as an African resource and an accompanier of the next generation of peacebuilders
- Positioning UF as key convenor, moderator and role-player in the African Peacebuilders Web WhatsApp group and Dialogue Ideas Facebook group.
- Bringing on board supporters who will match the grants that have been given by current donors.
- Sustaining the programmes and operations not currently covered by the two major donors.
- Building trusting and lasting relationships with supporters who are prepared to walk alongside UF for the long haul.
- Ensuring that the resource mobilisation is both creative and innovative in its design, and that it aligns with the overall mission, vision and values of the organisation.

Current status and plans:

- The UF is in constant contact with its current donors and works collaboratively and co-creatively with them on programmes in South Sudan and in Ugandan refugee settlements.
- Building relationships with key stakeholders continues. We are currently in conversation with the Finnish Evangelical Lutheran Mission (FELM), The McConnell Foundation, Conducive Spaces for Peace (CSP), Mary Hoch Centre for Reconciliation, Peace Direct, How to Build Up, and Non-violent Peace Force in South Sudan.
- In 2019 we were invited to facilitate a session which was attended by the majority of donors who support the NGO sector in South Africa. We plan to revive talks with these donors as well as other potential supporters whose philanthropic mission is centred in the African continent.
- We are finalising the recruitment of additional staff to support the co-directors with resource mobilisation and international collaboration.
OUR VALUES

WE AT UNYOKE FOUNDATION COMMIT TO APPROACH OUR WORK WITH INTEGRITY, AUTHENTICITY, HUMILITY, CURIOSITY AND AN OPEN HEART. AS WE BUILD A CARING COMMUNITY OF PRACTICE, WE STRIVE TO FOSTER THE DIGNITY OF THOSE WE SERVE THROUGH ENGAGED LISTENING, AND AN INTENTIONAL QUALITY OF PRESENCE. WE INVEST IN PEOPLE WITH A FIRM BELIEF THAT PEACEBUILDING REQUIRES ONGOING AND LONG-TERM COMMITMENT.
FEEDBACK FROM “UNYOKERISTAS”

Marot Touloung
I did not know what to write as my best highlight for 2019, until I sat down this morning to speak to my inner me. It turned out that the tears I shed in Kuron Village at the unyoke retreat marked a great revolution in me and the journey I am taking. I have been busy for the last three years. I do not know exactly what I have been doing and why I was so busy and yet seemed to be rotating in the same circle. I have never taken time to step back and rethink, if what I was doing was right. Whether I was doing it right or why I was not moving forward.

I came to realize that my biggest audience (which is me and my own voice) was not listened to. I have been speaking to the world around me for more than four years and failed to take a single day out to speak to the world in me. I always think my solutions and the solutions to my community problems are in the conference I go to, the next classes I attend and the next people I connect to.

I did not see the value of the statement “true change comes from within”. The retreat has given me a formula to identify people that I will be working with on a daily basis. One of them happens to be me. The retreat has given me a space to listen to myself and upgrade my ways of interacting and associating with people in my community.

Thank you so much for making my 2019 journey interesting and a turning point for my learning. I can now do many things with a lot of confidence because I have myself and my inner voice. I was so scared of “blames, failures and bad names,” I wanted validation from people I spoke to and friends around me always. That did not happen in Kuron. I was told to do things at my own [pace], I was listened to when I was down and crying. Above all, I was not looked at as a curse to men in my community, because men do not cry in my own community.

May 2020 be a blessing to all of us at the Unyoke Foundation. Thank you once more for the continued support.

Clever Nyathi (Zimbabwe)
None of us will be the same after this experience. I am finding that managing confinement, stress, myths, stigma, fear, uncertainty and teleworking requires personal and regular innovative “unyoking” techniques.

Ayanda Nyoka (South Africa)
The retreat was deeply transformational and affirming for me in many ways. It gave me a lot of clarity and energy to move forward on a positive trajectory. I’m finding myself in a space of rest and alignment and that journey continues as I carry the unyoke spirit with me. So, I thank you for that and for this wonderful community that has enriched my life so much.

Elizabeth Solomon (Trinidad and Tobago)
Delighted to be part of this group still and that this amazing initiative has become such an important part of our peacebuilding landscape... as peacebuilders we belong to an imperfect process. We are all trying to see our way through complex contexts that aren’t easily or simply “fixed”. I learned from the retreat that reflection with others helps to find the future direction.
Nyambura Mpaayei [Kenya]
My experience was inspiring and rejuvenating. I continue to support, mentor and train for peacebuilding for a range of actors including those in peace support operations with emphasis on mediation.

Eleanor du Plooy [South Africa]
The retreat was an important moment of pause and reflection – a revelation that there is another way and that there are many like-minded and passionate people working toward creating a better world.

Alfred Kibunja [Kenya]
Long live Unyoke. The transformation this unique process brings is so indelible.

Celia Mckeon [UK]
The unyoke retreat was an incredibly rich and rejuvenating experience. I am very grateful to be part of this warm and wise family of peace builders.

Philip Visser [Indonesia/South Africa]
For me an insight, in some ways a confirmation, is the importance of pace, or rather a change of pace. To slow down, change to a lower gear that enables one to be stronger. The retreats mimic this slowdown of pace and are closely connected to rhythm. The design seems to be deliberately slowing down the pace of our usual schedules. The programme is never packed, empty in some ways if you apply usual workshop criteria. At first, I think many struggle with the idea of “empty/open time”. As the retreat unfolds that “empty time” becomes more and more precious. I find the balance between inputs (usually from the group or activities), direct sharing/participation and own time – reflective head and body space – a key part of how insights emerge within myself.

Koila Costello-Olsson [Fiji]
Vinaka Vakalevu Chris and Nomfundo [thank you very much in Fijian], for all you have done and continue to do for Unyoke! There are so many memories and important lessons that I still carry that have become a part of me now. The one I would like to share is the importance of being still to reflect and to refocus intentionally before doing. Thank you for reminding me to do this in an authentic way. It made a huge difference in the way I treated people and carried out my work.

Andries Odendaal [South Africa]
I was privileged to be part of the first group – the guinea pigs. For me the value of Unyoking was in the opportunities to share some of this introspection with peers and to receive their feedback. The structure of the sessions and the one-on-one discussions made this possible and meaningful. There is, consequently, much opportunity for personal wellness and growth in these settings. As with so much of this type of work the success lies in the quality of the experience which is very difficult (or impossible) to quantify.

HUMANITY UNITED FEEDBACK
“The Unyoke Foundation has challenged us to think more critically about what it means to be in authentic relationships, and has never hesitated to dive deep as we navigate the complexities of a collaborative, multi-organisational partnership. UF’s cutting edge approach and vision for the future of African peacebuilders is an essential investment that will benefit the field of peacebuilding for generations. The Unyoke Foundation places power where it belongs, in the hands of those who are closest to the work. For UF, “partnership” is more than a buzzword. At UF, partnership is about deep relationships that elevate all sides. Partnership is about true co-creation with a focus on giving the work the time it needs to grow, learning when to act, and adapting to what emerges, with those at the centre of the work leading the way.”

OXFAM FEEDBACK
One objective of Oxfam’s Global Strategic Framework (2020-2030) is to expand opportunities for those impacted by protracted conflict to lead on sustainable solutions. We are working to address the causes of conflict by supporting activists and movements to bring positive, peaceful transformations to their communities. Oxfam is committed to doing more, and doing better, when it comes to supporting peacebuilders to affect change. The partnership with the Unyoke Foundation, and through it our engagement with the cohorts of young peacebuilders, shows the incredible possibilities in accompanying young peacebuilders making their individual mark and weaving a ‘spider web’ of passionate people who draw on their different skills and entry points to make a collective impact.
OUR MISSION IS TO ACCOMPANY, NURTURE AND LINK THE NEXT GENERATION OF PASSIONATE PEACE ACTIVISTS WITH ESTABLISHED PRACTITIONERS, ON THEIR JOURNEYS OF LEARNING HOW TO LEAD TOWARDS DIGNITY, TRANSFORMATION, HEALING AND IMPACT.
Account name: Unyoke Foundation (RF) NPC
Bank name: Nedbank Limited
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