

CEM/p17/p326/4

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Date: 18 July, 1990 /1990

Time: 12:00 am/pm

To: Mr. Peter Mahlangu

Department/ Company: Chief Representative, African National Congress

From: Nancy McLean, Chairman

Number of Pages including this cover: 3

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Comp 17/0320/4
Comp 17/0320/3
July 18, 1990

Ms. Lucie Edwards
Chairperson, South African Task Force
Department of External Affairs
125 Sussex Drive
Ottawa, Ontario
K1A 0G2

Dear Ms. Edwards,

This is just a note to clarify a matter which I have reason to believe may have been misunderstood.

After receiving a call from the Minister regarding the visit of Nelson Mandela to this country and the desire by the parties in the House of Commons to set up a fund to promote democratic rights and freedoms in South Africa, Dianne LeBreton of our company agreed to do whatever she could to assist. This was to be done on a voluntary basis with no contract or fee for professional services entered into from any quarter.

We were pleased to be of whatever assistance we could to get something in place, but at no time was anything approaching a full-time role for Dianne envisioned. In reality, she has spent many months on this project. Our offices, supplies, and equipment have been used extensively, and others in the company have, from time to time, also given assistance to the project. Dianne's personal involvement escalated to a virtual full-time commitment, often requiring many hours of overtime to keep even a cursory hand on her own assignments with clients of this company.

This is a relatively small company with a brisk book of business that must support 16 full-time employees, and thus requires the attention of all concerned, especially the vice-presidents, of which Dianne is one. Her involvement in this project has cost us \$15,000/month in direct billings for each month spent on the project, as well as opportunity costs in having her

out of commission for marketing or new assignments. The plan which Dianne worked out in concert with others involved in the project called for the early appointment of an Executive Director, which would effectively remove responsibility for the running of the Fund from her voluntary activity to a permanent and dedicated presence. This action is many weeks overdue and I have no alternative but to return Dianne to her duties with and on behalf of this company.

What disturbs me now is the fact that there seems to have been a detrimental reliance on Dianne and her time in that no one seems to have had responsibility for seeing to it that she was replaced upon the completion of Mr. Mandela's visit. I am even more disturbed by the sense, which seems to have accompanied the events of the past few days, that Dianne has in some way let the side down by not being able to concentrate all of her time and efforts on this project. No one could have done more in this cause than Dianne has done, and no corporate entity that I can identify seems to have paid the price for its involvement in the project than this company has.

I have indicated to the Archbishop that the Fund can have the use of our space at 1251 Yonge Street until the end of the year. Similarly, if funding cannot be found to place Sue Taylor and a staff in that space, I am prepared to keep her here at 86 Bloor Street West, and I am prepared to continue to offer our boardroom to the Trustees for their meetings.

One might wish we were in a position to do more, but we simply are not, and my responsibility has to be to the solvency of this company and our employees.

Yours very truly,

Nancy McLean

Nancy McLean
Chairman
Corporate Strategy Group

NM/lm
Encl.

c.c. The Rt. Hon. Joe Clark
Archbishop Edward Scott
Trustees of the Nelson Mandela Fund