



National Library of South Africa
an agency of the
Department of Sport, Arts and Culture

A photograph of bookshelves filled with books, serving as the background for the title area. The books are of various colors and sizes, creating a textured, multi-layered effect.

ANNUAL PERFORMANCE PLAN

2022 - 2023

The National Library of South Africa is the custodian and provider of the nation's key knowledge resources. The NLSA is mandated by the National Library of South Africa Act to collect and preserve published documents and to make them accessible thereby ensuring that knowledge is preserved for posterity and that information is available to all.

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Vision

A world-class African national library and information hub

Mission

We build, record, preserve, conserve and make accessible a complete South African documentary heritage fostering a reading nation towards an informed citizenry.

Values

Integrity

We uphold the virtues of integrity in the affairs of the organisation.



Excellence

We drive a culture of excellence in all that we do.



Innovation

We remain committed to creativity and innovation.



Collaboration

We work with like-minded organisations.



Accountability

We are an ethical and transparent organisation. We remain accountable to the Executive Authority while being conscious of serving our end-users.



ABBREVIATIONS

AfLIA	African Library and Information Associations and Institutions
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
BIBSSA	Bibliographic Standards in South Africa
CEO	Chief Executive Officer
CFB	Centre for the Book
CFO	Chief Financial Officer
CoC	Certificate of Competence
DSAC	Department of Sport, Arts and Culture
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
ICT	Information Communication Technology
ICTS	Information Communication Technology and Strategy
IFLA	International Federation of Library Associations and Institutions
ILL	Inter Library Loans
ISAP	Index to South African Periodicals
ISBN	International Standard Book Number
ISN	International Standard Number
ISSN	International Standard Serial Number
LIASA	Library and Information Association of South Africa
LIS	Library and Information Services
MLO	Mzansi Libraries On-Line
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NLSA	National Library of South Africa
OHSA	Occupational Health and Safety
OPD	Official Publications Depository
PFMA	Public Finance Management Act No. 1 of 1999
RDA	Resource Description and Access
REMCO	Remuneration Committee Forum
SAIS	Southern African Inter-Lending Scheme
SANB	South African National Bibliography
SCECSAL	Standing Conference of Eastern, Central and Southern Africa Library and Information Associations
SCM	Supply Chain Management
UNESCO	United Nations Educational, Scientific and Cultural Organisation

CHAIRPERSON'S FOREWORD

The COVID-19 pandemic has had a devastating impact on our libraries. Lockdown measures imposed meant that libraries closed their doors to the public or allowed a limited number of library users into its facilities. The purpose of libraries in facilitating access to information was truly tested by the closure of libraries. Section 32 of our constitution recognises the right of all people to have access to information. And therefore, while the introduction of Information Communication Technology has heightened the accessibility of information, we bear in mind that South Africa remains a deeply unequal country with the majority of people with no access to the internet. Digital resources are important and we must adapt to the demands of our changing world. However, we must ensure that we always strike a balance between digital resources and traditional library service offerings.

The NLSA diligently continues to deliver on its mandate as prescribed in Section 4 of the NLSA Act 92 of 1998. In preparing our 2022/23 APP, we ensured alignment with the budget adjustments made during the Medium-Term Expenditure Framework period. Therefore, in accordance with the priorities of the Sixth Administration as prescribed in the 2019-2024 MTSF and the National Development Plan, the NLSA will continue to contribute towards the following priority areas:

Priority 1: Economic Transformation and Job Creation

As we gear towards realising Vision 2030, the NLSA is pleased to announce that during the 2021/22 financial year, we employed over 163 individuals through the President's Employment Stimulus Package. We ended the financial year with the creation of 100 short term employment opportunities for LISA graduates. We anticipate, and look forward, to other opportunities to create much needed employment opportunities for youth.

Priority 2: Education, Skills and Health

Being a gateway way to providing equitable access will always remain one of our prudent core functions. Learning from the COVID-19 related lockdowns, we remain committed to providing for our users' changing needs in how they prefer to access information services. In the 2021/22 financial year we intensified our efforts to support the remote access needs of our users. A fast pick-up option was introduced for user to book material for pick up when the material was ready; researchers were able to book a slot to visit the NLSA and this allowed the Librarians to prepare the material and space for researchers; a WhatsApp number was shared with our Users which allowed them to contact Librarians; the 'Ask a Librarian' feature on our website allowed Users to connect with Librarians remotely. Going forward, we will continue to revise our service offerings to better meet the information needs of our users.

Priority 5: Social Cohesion and Safe Communities

The NLSA is part of a government-wide initiative to promote social cohesion in our communities. We will continue to promote the books in the Reprint of South African Classics Project. In the Project, books that are considered to be classics in the indigenous languages, are reprinted and donated to the public and libraries. The success of the Project has prompted us to institute a cross translation project that will enable readers to rediscover these classics in their mother tongues. We are proud to launch the first set of cross-translated Classics, to add to the publishing body in promotion of our indigenous languages.

Priority 6: A Capable, Ethical and Developmental State

We have made it mandatory for each and every employee at the NLSA and the Board to disclose their interests annually in order to detect and manage conflicts of interest with a special focus on the Finance and Supply Chain Management Department. We are committed to promoting good governance and to curb unethical conduct. We have therefore formulated and approved a Whistle Blowing Policy and continuously create awareness about the National Anti-Corruption Hot Line. In addition, the NLSA will continue to serve the public with utmost respect and professionalism. The Board, during their induction in July 2021, received ethics training. This training better equips the Board to ensure that ethics issues are understood and engaged with at this level.

Priority 7: A Better Africa and World

As informed by our Vision statement to be "A world-class African National Library and information hub", we continuously expand our reach and build strategic partnerships locally, continentally and internationally in order to share expertise for an efficient and effective Library and Information Sector.

I extend my gratitude and appreciation to the Minister of Sport, Arts and Culture, Mr Nathi Mthethwa and his ministry for their continued support, leadership, and guidance. I would also like to thank the National Librarian and CEO and his team who work tirelessly to maintain the strategic direction and operations of the NLSA.



Ms Refiloe Mabaso
Chairperson of the Board

Statement

The National Library of South Africa is the custodian and provider of the nation's key knowledge resources. The NLSA is mandated by the National Library of South Africa Act to collect and preserve published documents and to make them accessible thereby ensuring that knowledge is preserved for posterity and that information is available to all. The NLSA continues to meet its mandate namely to build, record, preserve, conserve and make available a complete South African documentary heritage, fostering a reading nation towards an informed citizenry.

The Coronavirus pandemic has brought about unprecedented changes to the way we live, work and access information. In compliance with the Disaster Management Act and several National Lockdown Regulations and safety protocols, the NLSA, like libraries around the world, closed its doors to the public. However, notwithstanding this crisis environment I am pleased to report that the NLSA remains resilient and flexible in adapting to the changing environment in that, throughout the turbulent times of the on-going COVID-19 pandemic, we continue to meet the information needs of our researchers and the library users.

Underpinning these efforts, we find ourselves presented with opportunities to re-imagine the way we provide library and information services and to intensify our efforts towards equitable access to information. Essentially, the pandemic has compelled us to intensify our digitisation efforts to provide remote access to our collections as being a Legal Deposit Library means that a large portion of our collections is still in physical format.

As we continue on our unpredictable journey, we are committed to enhancing the services that we offer. We can achieve this by leveraging our human capital, research capability, knowledge management and innovative ideas. The synergy of all of these factors will lead us to a successful, sustainable and relevant NLSA.



Mr Kepi Madumo

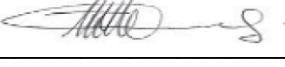
National Librarian and CEO

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the National Library of South Africa, under the guidance of the National Librarian and Chief Executive Officer, Mr Kepi Madumo.
- Takes into account all relevant policies, legislation and other mandates for which the NLSA is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the NLSA will endeavour to achieve over the period 2022 to 2023.

Mr Thilivhali Archibald Ramawa
Chief Financial Officer

Signature: 

Mr Kepi Madumo
National Librarian and CEO

Signature: 

Approved by:
Ms Refiloe Mabaso
Chairperson of the Board

Signature: 

Board of Directors



Ms Refiloe Mabaso
CHAIRPERSON



Mr Thilihali Archibald Ramawa



Ms Thembisa Jimana



Mr Phuthi Nehemia Phukubje



Ms Keke Maidi



Mr Khathutshelo Nethavhani



Ms Faith Khanyisiwe
Dubazane



Dr Nyelisani Clarence
Tshitekere



Mr Trevor Mokeyane

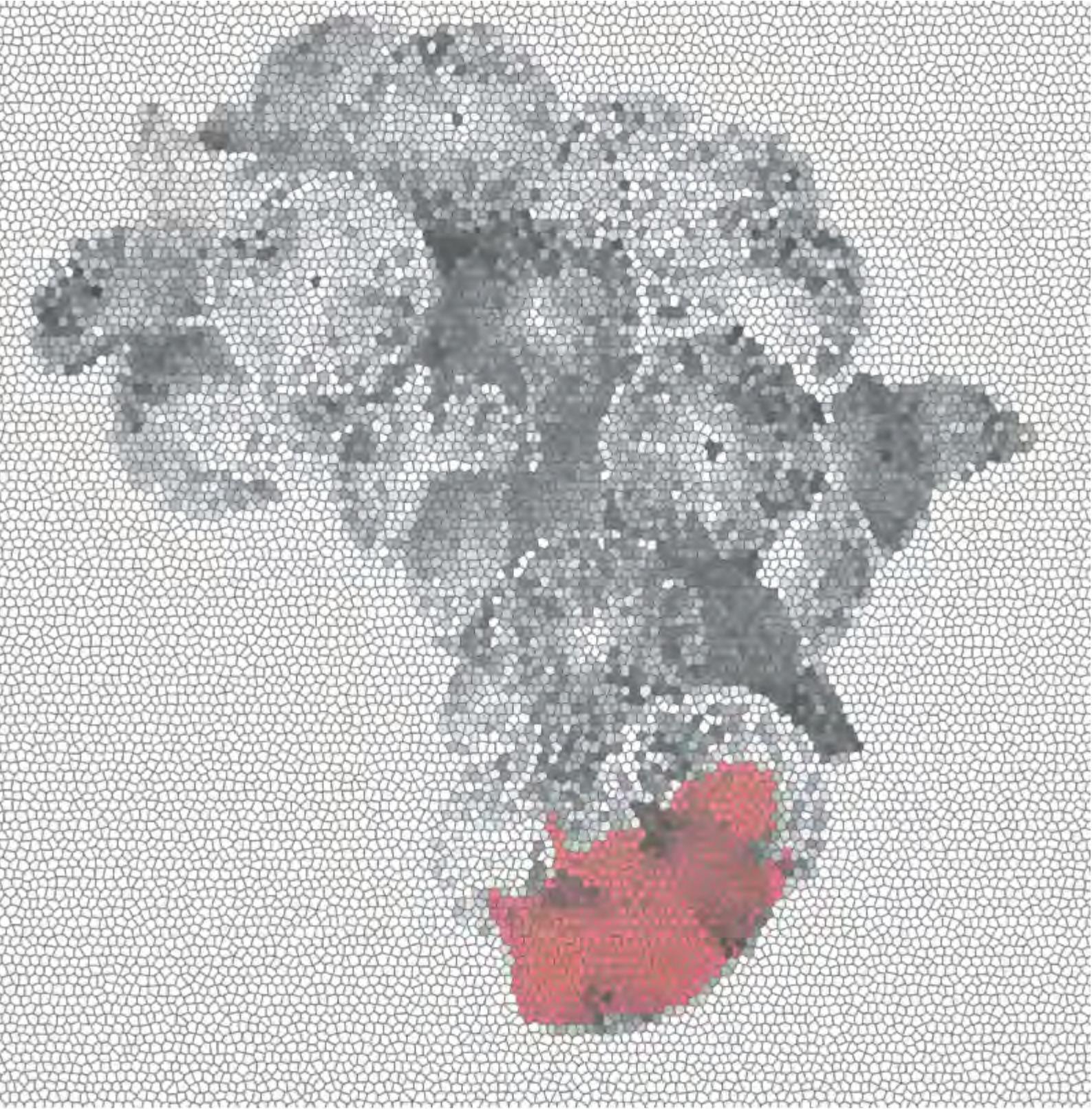


Mr Kepi Madumo
Ex-Officio



In terms of Section 6 of the National Library of South Africa Act, the NLSA is controlled by a Board of Directors. The Minister of Arts and Culture appoints Board members from a short list drawn up by an advisory panel after a public call for nominations.

The Chief Executive Officer of the NLSA, known as the National Librarian, is an ex officio member. The Board of Directors has a large degree of autonomy; it can formulate the policies of the NLSA (in consultation with the Minister); approve its budget; appoint the Chief Executive Officer, management team and other employees; and determine the remuneration and benefits of employees. In this respect the governance of the NLSA resembles that of other South African statutory institutions such as universities, national research institutions and museums.



THE NATIONAL LIBRARY OF SOUTH AFRICA

Part A: Our Mandate

Legislative Mandate

OBJECTIVES

(*Section 3, NLSA of South Africa Act, Act No. 92 of 1998*)

The objectives of the NLSA are to contribute to socio-economic, cultural, educational, scientific and innovative development by collecting, recording, preserving and making available the national documentary heritage and promoting an awareness and appreciation thereof, by fostering information literacy, and by facilitating access to the world's information resources.

FUNCTIONS

Section 4 of the NLSA Act No. 92 of 1998 sets out the functions of the NLSA: Subsection (1) deals with library functions and subsection (2) deals with the generic functions of a national cultural institution.

(1) The functions of the NLSA are to:

- (a) Build up a complete collection of published documents emanating from and relating to South Africa;
- (b) Maintain and extend any other collections of published and unpublished documents with emphasis on documents emanating from or relating to Southern Africa;
- (c) Promote optimal management of collections of published documents held in South African libraries as a national resource;
- (d) Supplement the national resource contemplated in sub paragraph (i) with selected documents;
- (e) Record the documents contemplated in paragraph (a);
- (f) Render a national bibliographic service and to act as the national bibliographic agency;
- (g) Promote optimal access to published documents, nationally and internationally;
- (h) Provide reference and information services, nationally and internationally;
- (i) Act as the national preservation library and to provide conservation services on a national basis; and
- (j) Promote awareness and appreciation of the national, published documentary heritage; and promote information awareness and information literacy.

(2) In order to achieve its objects and promote the development of Library and Information Services in South Africa, the NLSA must, in relation to the functions referred to in subsection (1)

- (a) Provide appropriate information products and services;
- (b) Provide leadership, guidance and advice to South African libraries and information services;
- (c) Undertake planning and co-ordination in co-operation with other library and information services;
- (d) Present, in consultation and co-operation with appropriate educational institutions and professional bodies, courses of training and education relating to the functions referred to in subsection (1);
- (e) Undertake research and development; and
- (f) Liaise with libraries and other institutions in and outside South Africa.

The NLSA also has a critical role to play in the promotion of the development of library and information services in South Africa. In order to achieve its objectives and perform its functions, the NLSA must:

- o Provide appropriate information products and services;
- o Provide leadership, guidance and advice to South African library and information services;
- o Present, in consultation with other library and information services, any relevant issues regarding the sector;
- o Undertake planning and co-ordination in co-operation with other library and information services;
- o Undertake research and development for improvement of library and information services;
- o Establish and maintain beneficial partnerships with local, national and international organisations, including library and information services for national access to information, world-wide;
- o Encourage local and international tours of the NLSA's on both Campuses, including the Centre for the Book and Ensure training of new library and information professionals, in partnership with universities, by offering a platform for experiential learning and internships; and
- o Liaise with libraries and other institutions within and outside South Africa.

Table 1: Generic National Legislation and Regulatory Directives, Codes of Practice and Policy Prescripts

Generic National Legislation and Regulations	Planned Policy/Strategy Initiatives
National Council for Library and Information Services Act (Act No. 6 of 2001)	National Treasury Regulations issued in terms of PFMA
National Archives and Record Services of South Africa Act 1996 (Act No. 43 of 1996)	Framework for Managing Programme Performance Information 2007
Public Finance Management Act 1999 (Act No. 1 of 1999) as amended	King IV Report on Corporate Governance
The Promotion of Access to Information Act (Act No. 2 of 2002)	
Companies Act of South Africa, 2008 (Act No. 7 of 2008) as amended by the Companies Act (Act No. 3 of 2011)	
Income Tax Act 1962 (Act No. 58 of 1962)	
Promotion of Administrative Justice Act, 2000	
South African Qualifications Authority Act, 1995	
Labour Relations Act, 1995 as amended	
Basic Conditions of Employment Act, 1997	
Employment Equity Act, 1998	
Occupational Health and Safety Act, 1993	
Preferential Procurement Policy Framework Act (Act No. 05 of 2000)	
Broad Based Black Economic Empowerment Act, 2003	

3. Institutional Policies and Strategies over the Five-Year Planning Period

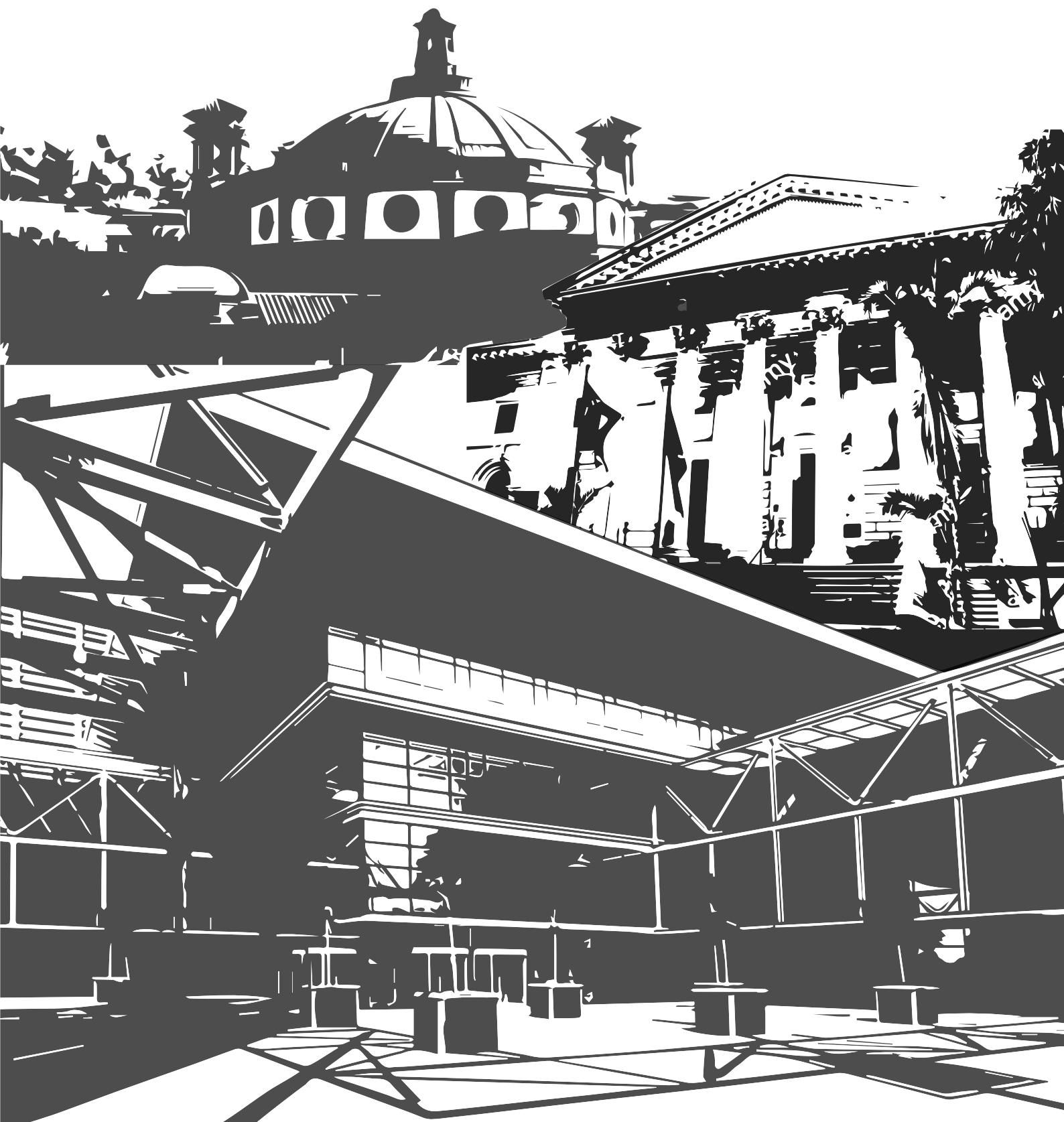
The table below shows approved policies and planned policy initiatives for the next four years to ensure alignment and responsiveness to transformation and modernisation of practices, processes and systems.

Programme	Approved Policy	Planned Policy/Strategy Initiatives
Administration		
Office of the CEO	Planning, Performance Management and Reporting Delegation of Authority Policy	POPI Policy PAIA Manual
Corporate and International Relations (Communication, Marketing and Stakeholder Relations)	Communications Policy Social Media Policy Fundraising Strategy	Content Policy Marketing and Advocacy Strategy Stakeholder Engagement Strategy
Human Resources Management	Disciplinary Policy and Procedure Grievance Policy and Procedure Code of conduct Acting Policy Harassment and Discrimination Policy Recruitment and Selection Policy Leave Benefit Policy Overtime Policy Bereavement Policy Medical Aid Policy Health and Wellness Policy Performance Management Policy Training and Development Policy Employment Equity Policy Graduate/Learnership and Internship Policy Staff and Operational Hours	Conditions of service Job Evaluation Policy Remuneration Policy Remuneration strategy Talent Management policy inclusive of Retention and Succession plan
Information and Communication Technology	ICT User Access Management Policy ICT Security Policy ICT Firewall Management Policy ICT Acceptable Internet and Email Policy ICT Change Management Policy ICT Patch Management Policy ICT Data Back-Up Policy ICT Project Management Policy ICT Governance Policy Mobile Devices and Communications Services Policy Disaster Recovery Policy ICT Governance Charter and Framework ICT Digital Transformation Policy ICT Implementation Plan Disaster Recovery Plan Business Continuity Plan	N/A

Programme	Approved Policy	Planned Policy/Strategy Initiatives
<i>Administration</i>		
Finance and Supply Chain Management	Remuneration Policy Entertainment and Travel Subsistence Policy Accounting Policy Asset Management Policy Policy Management Guide Petty Cash Policy Revenue and Debt Management Policy Cash Management, Investment and Banking Policy Budget Policy	Supply Chain Management Policy Travel and Subsistence Policy

3. Relevant Court Rulings

Case type	Summary	Ruling
N/A	N/A	N/A



NATIONAL LIBRARY OF SOUTH AFRICA ¹⁵

Part B: Our Strategic Focus

4. Updated Situational Analysis

4.1 External Environmental Analysis

The service delivery environment within which the NLSA operates could best be described by way of the following main external environmental challenges presently facing the organisation. The analysis reflected on the political, economic, social, technological, legal and environmental (PESTLE) context in which the NLSA operates. A PESTLE analysis which reflects on current political, economic, social and technological challenges was undertaken.

Table 3: Political, Economic, Social, Technological, Legal and Environmental (PESTLE) Analysis

Political	Technological
<ul style="list-style-type: none">No changes in the political leadership of the 6th Administration, will ensure stability and continuity.Ministry support and development for libraries in Africa through Ministerial Round Table engagements.LIS Policy needs urgent attention for its finalisation and implementation.Finalisation of the amalgamation of DSAC entities brings anxiety amongst staff and stakeholders especially with growing mandates and shrinking resources.	<ul style="list-style-type: none">NLSA needs to facilitate the development of automated services and take advantage of technology-driven opportunities such as Open Source, Big Data, Internet of Things, Cloud Service, Mobile Apps, Interactive Web-Portals, makerspace, context-aware technology, artificial intelligence, augmented reality, state-of-the-art display, and Librarian 4.0.
Economic	Legal
<ul style="list-style-type: none">Underperforming economy will result in limited baseline allocationsDecline in economic growth is accompanied by an increase in unemployment and the risk of deepening social polarisationPoverty and deprivation contributes to marginalisation and social exclusionHigh unemployment contributes to social instability, high crime levels and political threats	<ul style="list-style-type: none">Outdated mandates - the National Library of South Africa Act and the Legal Deposit Act are outdated and needs to be reviewedThe Copyright legislation and its limitations affects the NLSA's servicesTo ensure compliance with amendments to relevant legislation, the NLSA will ensure that policies and procedures are amended and aligned as necessary

Socio-Cultural	Environmental
<ul style="list-style-type: none"> Demographics - Challenges associated with serving a diverse demographic: - Cape Town Campus: Research orientated - Pretoria Campus: Students using technological infrastructure Acquisition of relevant resources to cater for different user needs Migration of people seeking job opportunities and refuge Intervention programmes to inculcate a culture of reading Geographical location of the NLSA makes it inaccessible to communities located in rural areas (outside the Cape Town and Pretoria areas) Social ills addressed through outreach programme (e.g. Gender Based Violence) Covid-19 pandemic has changed the way we interact and deliver services, e.g. restrictions on the hosting of public events, unable to physically access the NLSA's services and collections 	<ul style="list-style-type: none"> Existing building/facilities design that calls for the introduction of energy efficient and eco-sustainable initiatives to reduce the depletion of critical resources like energy, water and other raw materials Unreliable energy and water supply due to load-shedding and water supply interruptions have made it important for the NLSA to have measures in place to minimise the effect of disruptions on operations Climate change and global warming has an impact on NLSA operations: <ul style="list-style-type: none"> Ensure eco-sustainability Introduce energy efficient and water saving initiatives Waste management/recycling Pandemics (such as COVID-19) impacts the delivery of services and the cost of delivering such services

4.2 Internal Environmental Analysis

The strengths, weaknesses, opportunities and threats (SWOT) analysis considered the NLSA's internal strengths and weaknesses in relations to the external opportunities and threats. In order to mitigate the threats and weaknesses an analysis was performed. The analysis was conducted to help mitigate risks associated with responses to new opportunities towards achieving the strategic goals of the NLSA.

Table 4: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Strong brand, exposure and networks in the LIS sector. NLSA is one of the best National Libraries in Africa and is well profiled in the world• Experienced and dedicated staff• Free internet access• Active stakeholder engagement• Accessible and well used facilities that service local and international users and clients• Collections housed at the NLSA campuses are unique and invaluable which is over 1000 years• Unique mandate that allows the NLSA to provide strategic direction and influence in the LIS Sector• Good institutional memory• Flexibility and adaptability during the pandemic – continue to deliver on mandate	<ul style="list-style-type: none">• Knowledge retention / management• Skill mis-alignment for the future library• Shortage of professional staff (core, technical and support)• Outdated organisational structure (job profiles, performance evaluation methods)• Inadequate/constrained budget• Lack of strategies (acquisition, maintenance, publishing)• Inadequate maintenance of facilities and infrastructure. i.e. book lift and de-acidification plant. This equipment is very expensive to repair and requires international expertise.• Outdated systems and lack of standardisation/uniformity of processes, services between the two Campuses• Poor records management• Lack of monitoring and evaluation of NLSA's Programmes• Not enough written/document knowledge about collections held in Pretoria Campus• Inadequate strategies to market NLSA services and valuable collections• Inadequate community needs analysis• No platforms/culture to promote sharing of ideas• Limited access to ICT remotely

Opportunities	Threats
<ul style="list-style-type: none"> • Work within the existing mandate and create new opportunities for growth • Establishment of Official Publication Depositories • Strengthen relationship/partnership with strategic stakeholders • Exchange Programmes with regional and international bodies with the objective of empowering/capacitating staff • Implement knowledge management and retention system • Implement the opportunities presented by the Organisation Design • Take advantage of funding/grant opportunities presented by local and international donors/funders • Increased visibility of NLSA in the country through the promotion of Collections • Technological innovations present an opportunity for the NLSA to deliver services more efficiently • Creative ways to acquire publications outside of legal deposit (e.g. acquisition strategy) • ICT to position itself as a core function within the industrial revolution • Monitoring & Evaluation function extended to include the NLSA's programmes • Establish Research and Innovation division • GRAP implementation plan • Increase on-line presence (technology) 	<ul style="list-style-type: none"> • Inadequate investment in technology and on-line presence • Non-compliance with GRAP103 Standard • Meeting mandate with limited/shrinking budgets • Physical access to library during pandemics (e.g., COVID-19)

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FACT

Part C: Measuring Our Performance

5. Institutional Programme Performance Information

Programme. 1: Administration

Purpose: To provide strategic support to the NLSA by providing the following services:

- Communications, Marketing and Stakeholder Relations
- Financial Management
- Supply Chain Management
- Risk and Compliance Management
- Human Resources Management
- Information Communication Technology
- Admin and Facilities Management
- Office Administration
- Strategic Planning, Performance, Reporting, Monitoring and Evaluations
- Administration and Management of Conditional Grants

Sub-Programme: Office of the CEO

Purpose: To provide effective leadership, day to day management of the NLSA operations and assist the board to provide strategic and policy direction to ensure compliance with good corporate governance to the organisation.

Sub-Programme: Finance and Supply Chain Management

Purpose: To develop and maintain effective business processes, in line with best practice for financial control, accounting, financial management and financial reporting to ensure the effective functioning of the NLSA.

Sub-Programme: Information Communication Technology

Purpose: To develop and maintain an environment in which reliable information is seamlessly available to staff and stakeholders in an cost-effective, supported by sound ICT governance processes.

Sub-Programme: Communications, Marketing and Stakeholder Relations

Purpose: To effectively create awareness of, and grow the footprint of, the NLSA by communicating and publicising the work done by the NLSA and collaborations with stakeholders. To maintain and promote the NLSA's brand.

Sub-Programme: Human Resources Management

Purpose: To develop a high performing culture through implementation of policies and procedures that support organisational effectiveness and compliance to all legislative requirements.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual targets								
			Audited / Actual Performance			Annual Targets Estimated Performance	Planned Performance Current Year	MTEF Period			
			2018/2019	2019/2020	2020/2021			2021/2022	2022/2023	2023/2024	2024/2025
Improved level of corporate governance and well governed institution	Implemented revenue and Fundraising strategy	% of revenue generation or sponsorship strategy implemented (Revised)	-	-	5%	2.5%	100%	100%	100%	100%	100%
	Implemented Audit improvement Plan	% of Audit Improvement Plan implemented (New)	-	-	-	-	100%	100%	100%	100%	100%
	Implemented Risk Management Plan	% of Risk Management Plan implemented (New)	-	-	-	-	100%	100%	100%	100%	100%
	100% Compliance with NLSA Regulation Universe	100% Compliance with NLSA Regulation Universe	-	-	95%	100%	100%	100%	100%	100%	100%
Increased assets life span through preventative management and maintenance of NLSA facilities	Approved maintenance plan implemented	% of Planned maintenance projects completed	-	-	Conditional assessment report approved	95%	100%	100%	100%	100%	100%
Improved performance of Conditional Grant against the budget	Implementation and monitoring of conditional grant business plans	% Expenditure achieved against the tranches received as per the approved Conditional Grant Business Plan	-	-	95%	95%	95%	95%	95%	95%	95%
Technologically advanced institution maintained through modern increased reliability and availability of ICT services and systems to staff, clients and stakeholders	Reliable and available ICT services and equipment	% Availability of network systems	-	100%	95%	95%	96%	96%	97%	97%	97%
	Modernised ICT services and equipment through implementation of the ICT strategy	% Implementation of ICT strategy (New)	-	-	-	-	100%	100%	100%	100%	100%

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual targets								
			Audited / Actual Performance			Annual Targets Estimated Performance	Planned Performance Current Year	MTEF Period			
			2018/2019	2019/2020	2020/2021			2021/2022	2022/2023	2023/2024	2024/2025
Improved visibility and well informed clients and stakeholders	NLSA brand visibility interventions, activities and stakeholder engagements implemented	Number of NLSA brandvisibility interventions, activities and stakeholder engagements implemented as per the Communications Implementation Plan	-	23	25	27	17	19	21	21	
Effective HR management processes, practiced development, implemented and maintained	Approved HR strategy implemented	% of Approved HR Strategy implemented as per the HR Implementation Plan (Revised)	-	-	50%	70%	80%	90%	100%	100%	

Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target
% of Revenue generation or sponsorship strategy implemented	100%	N/A	N/A	N/A	100%
% of Audit Improvement Plan implemented	100%	25%	50%	75%	100%
% of Risk Management Plan implemented	100%	100%	100%	100%	100%
100% Compliance with NLSA Regulation Universe	100% (matrix and measurement)	100%	100%	100%	100%
% of Planned maintenance projects completed	100%	20%	30%	30%	20%
% Expenditure achieved against the tranches received as per the approved Conditional Grant Business Plan	95%	25%	50%	75%	95%
% Availability of network systems	96%	96%	96%	96%	96%
% Implementation of ICT strategy	100%	25%	50%	75%	100%
Number of NLSA brand visibility interventions, activities and stakeholder engagements implemented as per the Communication Implementation Plan	17	5	5	3	4
% of Approved HR Strategy implemented	80%	15%	30%	55%	80%

Explanation of planned performance over the medium-term period

The visibility of the NLSA is vital for the implementation of strategic initiatives to impact our country. Awareness will be created by publicising the work that the NLSA does. In this way, we will grow the footprint of the NLSA and increase the organisation's credibility among stakeholders. Advocacy and enhanced marketing, communications and stakeholder management will be implemented to improve the NLSA's brand recognition.

Programme 2: Business Development

Purpose: The programme exists to collect, preserve and protect South African documentary heritage and render a national bibliographic service.

Sub-Programme: Bibliographic Services and Collections Management

Purpose: To build a complete collection of published documentary heritage material, emanating from, or relating to, South and southern Africa; to expand and maintain existing Collections; to acquire material published either by South African authors or that relates directly to South Africa via purchase, gift or donation; to ensure universal bibliographic control of acquired material by creating the national bibliography.

Sub-Programme: Preservation and Conservation Services

Purpose: To preserve and optimally maintain the NLSA's Collections with the aim of securing current and long-term survival and accessibility of the physical form and informational content of Collections.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators				Annual targets				
			Audited / Actual Performance			Annual Targets Estimated Performance	Planned Performance Current Year	MTEF Period		
			2018/2019	2019/2020	2020/2021			2021/2022	2022/2023	2023/2024
Updated and complete register of the national documentary heritage collection	Compliance with the Legal Deposit Act	Number of publications collected and recorded through Legal Deposit (Revised)	-	-	15 000	22 000	25 000	25 000	25 000	25 000
		Number of initiatives held to promote Legal Deposit of non-serial and serial publications (Revised)	-	-	16	16	16	16	16	16
	Preserved and conserved documentary heritage collection	Number of items repaired and bound	-	12 300	3 250	6 000	7 200	8 640	10 368	10 368
		Number of items deacidified	10 671	Revised target	7 500	6 000	7 500	8 000	9 000	9 000
	Improved digital access to the documentary heritage collection	Number of heritage images digitised	37 855	32 989	6 000	41 000	35 000	35 000	35 000	35 000
Research, innovation and knowledge management	Increased visibility of the NLSA, research output and new knowledge sharing	Number of articles, papers or posters presented or published		New target	10	10	12	12	12	12

Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target
Number of publications collected and recorded through Legal Deposit	25 000	6 550	6 550	5 350	6 550
Number of initiatives held to promote Legal Deposit of non-serial and serial publications	16	4	4	4	4
Number of items repaired and bound	7 200	1 800	1 800	1 800	1 800
Number of items deacidified	7 500	1 875	1 875	1 875	1 875
Number of heritage images digitised	35 000	8 750	9 500	8 000	8 750
Number of articles, papers or posters presented or published	12	2	5	5	0
Number of editions of the NLSA's accredited journal published	2	1	N/A	1	N/A
Number of capacity development sessions in the LIS sector	16	4	4	4	4
Number of innovation services initiated and implemented	1	N/A	N/A	N/A	1

Explanation of planned performance over the medium-term period

To comply with governmental initiatives of social cohesion, the creation of a reading nation and a knowledgeable society, the NLSA, as a designated legal deposit library is mandated to collect and make available the national documentary heritage of the country under the National Library of South Africa and the Legal Deposit Acts. Targets have been set for the receipt of both non-serial and serial publications and initiatives will be held throughout the year to promote legal deposit to both commercial and self-publishers.

The creation of electronic bibliographic catalogue records for both legal deposit and existing collections, will provide users with an indication as to the holdings of the National Library and facilitate access to information by recording the contents of the library's various collections.

Preserving the documentary heritage through conservation and digitisation, thereby ensuring the availability of material for access both nationally and internationally. Research, training and capacity building initiatives will enhance the leadership role of the NLSA and contribute to knowledge creation and sharing in the LIS sector.

Programme 3: Public Engagement

Purpose: The programme exists to provide universal access to information and promotion of culture of reading, writing and publishing in South Africa.

Sub-Programme: Information Access Services

Purpose: Entry point to the unique heritage, knowledge resources and Collections held at the NLSA; ensure that documentary resources of national significance relating to South Africa and the South African people, as well as significant non-South African people and material, are made accessible.

Sub-Programme: Centre for the Book

Purpose: An outreach unit to promote, develop and advance a culture of reading, writing and publishing in all official languages and encourages easy access to books for all.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited / Actual Performance			Annual targets				
						Annual Targets Estimated Performance	Planned Performance Current Year	MTEF Period		
			2018/2019	2019/2020	2020/2021			2021/2022	2022/2023	2023/2024
Increased level of knowledge through accessing the documentary heritage collection	Increased levels of reading, writing and publishing in all official languages	Number of reading promotion campaigns organised nationally	15	14	15	15	15	15	15	15
		Number of Reading Summits hosted	-	-	1	0	1	0	1	1
		Number of books published through the Community Publishing Grant	39	0	69	10	10	10	10	10
		Number of book club support workshops conducted	29	42	9	9	9	9	9	9
	Library guides	Number of library guides distributed to library users and members of the Southern African Interlending Scheme (SAIS) (Revised)	4	4	4	4	6	6	8	8
	Information resources retrieved and accessed	Number of electronic information resources retrieved and accessed (New)	-	-	-	New target	100 000	115 000	120 000	120 000
		Number of physical items retrieved and accessed (New)	-	-	-	New target	10 000	12 000	13 000	13 000

Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target
Number of reading promotion campaigns organised nationally	15	3	5	3	4
National Reading Summits hosted (Biennial)	1	0	0	0	1
Number of books published through the Community Publishing Grant	10	N/A	N/A	N/A	10
Number of book club support workshops conducted	9	2	2	2	3
Number of library guides distributed to library users and members of the Southern African Interlending Scheme (SAIS).	6	2	1	1	2
Number of electronic information resources retrieved and accessed	100 000	35 000	35 000	15 000	15 000
Number of physical items retrieved and accessed	10 000	3 000	3 000	2 000	2 000

Explanation of planned performance over the medium term period

Through reading promotion campaigns, the NLSA will contribute to South Africa being a reading nation. Strengthening our nation's reading habits requires continuous efforts. The NLSA will accomplish this by conducting Book Club support workshops with emphasis on rural communities. Book Clubs we believe, stimulate the quest for knowledge.

All reading promotion activities conceptualised and hosted by the NLSA are aimed at contributing towards Sustainable Development Goal 4 of Quality Education, National Priority of Education, Skills and Health and the NLSA's impact statement of a Knowledgeable and Reading Nation.

7. Programme Recourse Considerations

Table 6: Budget Allocation for Programmes

Programme	Audited outcomes				Adjusted appropriation	Medium term expenditure estimates		
	2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
R thousand								
Administration	207 909	88 557	120 969	90 408	67 615	69 625	73 039	
Business Development	23 874	26 613	24 786	24 666	26 252	26 375	26 538	
Public Engagement	17 534	17 603	18 376	37 947	44 395	44 497	456 662	
Total	249 317	132 773	164 131	153 021	138 262	140 497	556 239	
Economic classification	Audited outcomes				Adjusted appropriation	Medium term expenditure estimates		
R thousand	2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
Current payments								
Compensation of employees	70 430	64 517	65 815	67 685	68 947	68 947	68 947	
Salaries and wages	55 077	55 583	58 426	57 858	59 345	59 345	59 345	
Social contributions	15 353	8 934	7 389	9 827	9 602	9 602	9 602	
Goods and services	96 438	62 643	64 788	42 899	43 880	46 037	49 633	
Communication	1 267	1 089	2 849	1 250	1 694	1 694	1 849	
Computer Services	5 508	1 673	4 115	6 337	7 228	7 372	7 809	
Consultants	500	237	6 233	2 030	1 637	1 200	1 788	
Contractors	6 733	-	2 667	-	-	-	-	
Lease payments	58 902	30 203	27 768	13 539	14 041	19 096	19 954	
Repairs and maintenance	23	6 680	-	-	-	-	-	
Training	500	657	395	300	300	300	300	
Travel and subsistence	911	5 709	540	250	295	295	322	
Municipal charges	9 548	4 437	10 407	2 765	2 868	3 900	4 075	
Audit fees	1 740	2 105	2 556	2 368	2 510	2 661	2 820	
Other	5 939	4 582	1 634	14 060	13 307	9 519	10 716	
Depreciation and amortisation	4 867	5 271	5 624	-	-	-	-	
Losses	909	960	2 164	0	0	0	0	
Sale of fixed assets	270	187	89	-	-	-	-	
Impairments to non-financial assets	620	-	2 051	-	-	-	-	
Other	19	773	24	-	-	-	-	
Interest	3 106	3 370	3 423	-	-	-	-	
Sub-total	170 883	131 490	136 190	110 584	112 827	114 984	118 580	
Special projects (%)	78 434	33 825	28 057	42 437	25 435	25 513	26 659	
Mzansi Libraries On-Line project	55 892	5 009	847	-	-	-	-	
DAC Community Libraries (*)	16 418	15 615	10 529	20 041	25 435	25 513	26 659	
GRAP 105 Implementation Project		6 771	4 977					
Facilities Management – PTA	6 124	6 430	6 424	22 396				
Presidential stimulus package			5 280					
Total Expenses	249 317	165 315	164 247	153 021	138 262	140 497	145 239	

* - budget item is forecasted annually by the Department of Arts and Culture, annual business plan informs the budget forecast

% - the conditional grant expenditure has been reclassified to nature of transactions. They are therefore reflected in the economic class above.

* - budget item is forecasted annually by the Department of Arts and Culture, annual business plan informs the budget forecast

% - Special projects expenditure has been reclassified to the nature of transactions 06 2019/20. They are therefore reflected in the economic class above.

Economic classification	Audited outcomes			Adjusted Income budget	Medium term income estimates			
	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24	2024/25
Revenue								
Government Grants - Transfers	85 925	90 475	87 293	91 780	93 417	87 875		91 821
Government grants – Municipal charges	2 348	2 484	2 621	2 765	2 868	3 900		4 075
Government grants - Private leasing	11 055	11 910	12 833	13 539	14 041	19 096		19 954
Project funding	98 788	33 826	28 057	42 437	25 435	25 513		26 659
Mzansi Libraries On-Line	55 892	5 009	847	-	-	-		-
National Lotteries Commission	1 764	-	-	-	-	-		-
Facilities Management – PTA	16 029	6 572	6 424	22 396				
Presidential stimulus package	-	-	5 280	-	-	-		-
GRAP 103 Implementation Project	7 438	6 771	4 977	-	-	-		-
DAC Community Libraries Conditional Grant	17 665	15 474	10 529	20 041	25 435	25 513		26 659
Interest and dividend	1 954	1 490	1 004	-	-	-		-
Fair value adjustment and actuarial gains	3 757	5 960	1 140	-	-	-		-
Legal Deposit gains	1 398	1 411	681	-	-	-		-
Service in kind	45 901	18 067	16 025	-				
Coupons realised to income	-	-	-	-	-	-		-
Other Income	2 068	2 583	3 848	2 500	2 500	4 113		2 730
	253 194	168 206	153 502	153 021	138 262	140 497		145 239
Surplus/ (deficit)	3 877	2 891	-10 745	-0	-	-		-

BUDGET OVERVIEW OVER THE NEXT MTEF

The National Library of South Africa receives a transfer and subsidy grant from the National Revenue Fund (NRF) to finance the entity's current expenditure. The Grant received is annually revised upwards to accommodate price changes and cost of living adjustments. In recent years the NLSA has revised its spending plans following budget cuts instructions to the value of R5.7 million, equating to about 5% in the 2020/21 financial year.

No increase in the 2021/22 allocation was provided. Allocations for the financial years 2022/23 and 2023/24 are significantly lower than the projected consumer price index, leading the NLSA to further revise the spending plans in the MTEF period.

Funding available for successful execution of the strategy and annual performance targets is therefore very limited and inhibits the expansion of library services. The work of the NLSA is labour intensive, and its mandate depends on the availability of solid human capital resources; compensation of employees consumes most of the allocated funds.

The emergence of the pandemic in the 2020/21 financial period challenged the financial position and economic performance of the country and measures were taken to reallocate funds to aid in the fight against the pandemic. As a result, the NLSA, like many other entities in the country, faced budget cuts which had an impact on the operations of the NLSA as the organisation was only able to achieve 72% of the set annual targets.

Compensation of employees is a major component of NLSA's spending. Goods and services spending is kept at critical requirements that permits the standard and necessary operations. Multi-year contracts and commitments for security services, cleaning services and ICT operating systems e.g., SABINET, SAP and Smart HR are some of those that are identified as critical and necessary for the functioning of the NLSA.

Over 15% of the allocation is provided to fund leasing of properties and municipal charges. The NLSA continues to face a challenge due to the under allocation for municipal charges by the Department of Sport, Arts and Culture from the time the budget devolution occurred to date. The NLSA is unable to settle the deficit with other income sources, given the strain on the transfers and subsidy grants, the terms attached on the conditional grant, and the low levels of income from exchange transactions, which compensate inflation related shortfalls on goods and services. This deficit requires the intervention of National Government represented by the Department of Sport, Arts and Culture and the National Treasury.

The DSAC must retain the risks of a shortfall on this expenditure activity since such cannot be compensated for from the transfers and subsidy grant without major interruption on the entity's current spending plans.

The NLSA is continuously supported by the Conditional Grant from national government that finance expenditure plans for community libraries. The NLSA renders ICT services support, preservation training, resource development access training, promotion of legal deposit by book publishers, marketing and exhibition services to community libraries in partnership with Provincial Library Services. The Community Library Service Grant was further utilised to establish and support book clubs across the country and provide selected authors with publishing grants that facilitate the writing and publishing of read materials.

The NLSA's original structure consists of 200 employees. An organisation redesign process is underway and will assist the NLSA to identify an effective and efficient structure that can deliver on the mandate in a cost-effective manner. To date, the budgeted number of positions stands at 141 employees. Management of the NLSA will take guidance from the outcome of the redesign process in identifying the ideal structure going forward without compromising service delivery. The personnel budget for the MTEF period is determined with reference to the guidance provided by National Treasury on the costing and budgeting of compensation of employees. The NLSA makes use of the projected CPI rates in effecting annual cost of living adjustments.

8. Updated Key Risks

Sections 38 (1)(a)(i) and 51(1)(a)(l) of the PFMA, which require the Accounting Officers/Authorities to ensure that their institutions have, and maintain, effective, efficient and transparent systems of risk management. No organisation has the luxury of functioning in a risk-free environment and the NLSA as a public institution is vulnerable to risks associated with fulfilling its mandate.

The following key risks were identified. An extra duty of care is placed on Management and the Board to contain the risk profiles within acceptable limits and prospects of success to achieve the planned outcomes emanating from the strategic choices made by the organisation.

Table 7: Top Five Risks

No.	Outcome	Key Risk	Risk Mitigation
1.	Effective HR management processes and practices development, implemented and maintained to position the NLSA as a high performing, people-centred organisation	Inability to attract and retain appropriate skills to deliver against the NLSA's mandate and to manage the performance of the workforce	<ul style="list-style-type: none"> Implementation of the Organisation Design project Monitor the implementation of the HR Strategy and the implementation plan Develop, approve, and implement outstanding HR policies Develop talent management strategy Forge partnerships and/or collaborations with like-minded institutions for training and development opportunities to supplement the Training Plan
2.	Improved visibility and well-informed clients and stakeholders	Inadequate and/or ineffective stakeholder management and marketing	<ul style="list-style-type: none"> Develop Communication, Marketing and Advocacy Strategy and Implementation Plan Implementation of the Communication, Marketing and Advocacy Implementation Plan and report quarterly to ManCo and ExCo Develop Stakeholder register and Stakeholder engagement monitoring tool All grant proposals to be completed in liaison with the Fundraising and Special Projects Units Monitor the implementation of the events management framework
3.	Improved level of corporate governance and well governed institution	Lack of business continuity policy and plan	<ul style="list-style-type: none"> Development of NLSA Business Continuity Policy and Plan Development of departmental business continuity plans
4.	Technologically advanced institution maintained through modern increased reliability and availability of ICT services and systems to staff, clients, and stakeholders	External and internal attacks that may be directed to NLSA's information systems including the Firewall, Networks, Servers, and Applications	<ul style="list-style-type: none"> Conduct vulnerability assessment on ICT environment (including loaned and leased equipment) Perform and report monthly on patched systems Develop/Strengthen the cyber security monitoring tool
5.	Improved level of corporate governance and well governed institution	Insufficient funding to fulfil the mandate of the NLSA	<ul style="list-style-type: none"> Develop and implement Cost Containment Policy to ensure optimum value is derived from the limited funds Update the tariffs to align with the market Improve on cash management to ensure maximum interest is earned on unused cash Implement the Revenue Generation and Fundraising Strategy by: <ul style="list-style-type: none"> - identifying internal projects to be funded that will assist the NLSA to meet its mandate - strengthen existing, and identify new, revenue generation streams
6.	Improved level of corporate governance and well governed institution	Not managing and resolving potential disputes before they escalate to legal matters; ineffective tracking, monitoring and reporting of legal case	<ol style="list-style-type: none"> 1. Develop a Legal Strategy 2. Establish a panel of legal service providers 3. Monitor contract management life cycle and litigation register

No.	Outcome	Key Risk	Risk Mitigation
7.	Updated and complete register of the national documentary heritage collection	Disaster (building hazard) - Loss or damage to collections due to water leaks, fire, water pipes blast; sprinklers; ingress routes for pests and mold	<ul style="list-style-type: none"> • Redesign and invest in sound building systems (e.g., HVAC; fire, water detection and suppression; etc.) at the Pretoria Campus. • Maintain building systems and test regularly • Take extra precautions in advance of foul weather and extra vigilant during foul weather • Review Disaster Management Plan

9. Public Entities

Table 8

Name of Public Entity	Mandate	Outcomes	Current Annual Budget
N/A	N/A	N/A	N/A

10. Infrastructure Projects

Table 9

Project Name	Programme	Project Description	Outputs	Project start date	Project completion date	Total estimated cost	Current year expenditure
Facilities Management (CT and PTA)	Facilities Management	Condition assessment of all NLSA buildings, development of maintenance plans and the implementation of identified projects as per facilities maintenance plans	Increased life cycle of assets and building	01/02/2020	31/03/2023	34 687 000	34 687 000

11. Public Private Partnership

Table 10

PPP	Purpose	Outputs Current value of agreement	End date of agreement
N/A	N/A	N/A	N/A

Part D: Technical Indicator Description (TID)

Table 1.1

Indicator Title	% of Revenue generation or sponsorship strategy implemented
Definition	This indicator refers to the generation of revenue through the implementation of the strategy
Source of data	Revenue Generation and Fundraising Strategy (Annual Implementation Plan)
Method of Calculation / Assessment	Quantitative. Calculate the actual amount generated against the total amount due to be generated in the Revenue Generation and Fundraising Strategy and present as a percentage
Means of Verification	Approved quarterly Implementation Report
Assumptions	Favourable economic climate, no interest rates cuts, COVID-19 regulations allow favourable occupancy limits, rentals/venue hire is permitted and stakeholder engagement can take place
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually with quarterly monitoring
Desired performance	Improved levels of corporate governance and well governed institution
Indicator Responsibility	Chief Financial Officer

Table 1.2

Indicator Title	% of Audit Improvement Plan implemented
Definition	Implementation of the audit action plans to address internal and external audit findings
Source of data	Audit Action Plan
Method of Calculation / Assessment	Quantitative. Calculate the actual number of audit findings addressed against the total number of audit findings due to be implemented in the Audit Action Plan and present as a percentage.
Means of Verification	Approved quarterly Audit Improvement Report
Assumptions	No disruptions in business operations
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Improved levels of corporate governance and well governed institution
Indicator Responsibility	Office of the Chief Financial Officer

Table 1.3

Indicator Title	% of Risk Management Plan implemented
Definition	Implementation of the planned risk management activities
Source of data	Risk Management Action Plan
Method of Calculation / Assessment	Quantitative. Calculate the actual number of risk management activities completed against the total number of risk management activities due to be completed in the Risk Management Plan and present as a percentage
Means of Verification	Approved quarterly Risk Management Report
Assumptions	No disruptions in business operations
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Improved levels of corporate governance and well governed institution
Indicator Responsibility	Office of the Chief Financial Officer

Table 1.4

Indicator Title	% Compliance with NLSA Regulation Universe
Definition	This indicator traces the percentages of the NLSA Regulation Universe complied with including approved policies
Source of data	NLSA Regulation Universe database
Method of Calculation / Assessment	Quantitative. Calculate the actual number of compliance activities completed against the total number of compliance activities due to be completed in the Compliance Plan and present as a percentage
Means of Verification	Approved quarterly Regulation Universe Compliance Report
Assumptions	Consolidated database of relevant policies and regulations
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Improved levels of corporate governance and well governed institution
Indicator Responsibility	Manager: Risk and Compliance

Table 1.5

Indicator Title	Percentage of planned maintenance projects completed
Definition	The indicator tracks the maintenance of the facility infrastructure both movable and immovable assets
Source of data	Approved Maintenance Plans
Method of Calculation / Assessment	Quantitative. Calculate the actual number of maintenance activities completed against the total number of maintenance activities due to be completed in the approved Maintenance Plan and present as a percentage
Means of Verification	Approved quarterly Facilities Management Report
Assumptions	No business disruptions, continued funding for Capital Projects by DSAC
Disaggregation of Beneficiaries (where applicable)	Women, Youth and People with Disabilities
Spatial Transformation (where applicable)	Pretoria and Cape Town
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Increased life-span of assets
Indicator Responsibility	Manager: Administration and Facilities Management

Table 1.6

Indicator Title	% Expenditure achieved against the tranches received as per the approved Conditional Grant Business Plan
Definition	Conditional Grants include: Conditional Grant for Community Libraries Conditional Grant for Facilities Management Conditional Grant for GRAP 103 Project
Source of data	Conditional Grant Expenditure Reports or Business Plan
Method of Calculation / Assessment	Quantitative. Calculate the actual amount spent against the total budget due to be spent as per the approved Conditional Grant Business and tranches and present as a percentage
Means of Verification	Progress Reports
Assumptions	Approved Conditional Grant Business Plans
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Compliance with the GRAP 103 Standard, increased life-span of the NLSA's facilities and increased accessibility to, and usability of, Community Libraries
Indicator Responsibility	Executive Director: Core Programmes

Table 1.7

Indicator Title	Percentage availability of network systems
Definition	This indicator measures the time that the ICT systems and networks are available which allows stakeholders (national and international) to access the NLSA's services
Source of data	System Availability Reports
Method of Calculation / Assessment	Quantitative. Calculate the actual system and network uptime recorded against the system and network uptime to be achieved as per the ICT Implementation Plan and present as a percentage
Means of Verification	Uptime Report (system generated)
Assumptions	Available and reliable power supply, services provided by service providers
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally and internationally
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Increased reliability of network systems
Indicator Responsibility	Director: Information Communications Technology

Table 1.8

Indicator Title	% Implementation of ICT strategy
Definition	This indicator refers to the modernisation of ICT systems through the implementation of the approved ICT strategy
Source of data	Approved ICT Strategy and Implementation Plan
Method of Calculation / Assessment	Quantitative. Calculate the actual number of activities completed against the total number of activities due to be completed in the ICT Implementation Plan and present as a percentage
Means of Verification	Approved ICT Report
Assumptions	No business disruptions, continued funding for Capital Projects
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Modernised ICT systems and network
Indicator Responsibility	Director: Information Communications Technology

Table 1.9

Indicator Title	Number of NLSA brand visibility interventions
Definition	This indicator tracks the number of brand visibility interventions implemented by the NLSA. Brand visibility interventions include media relations, branding, social media, marketing, publicity, and stakeholder engagement initiatives to grow the footprint of the NLSA and increase the organisation's visibility and credibility among clients and stakeholders.
Source of data	Communication Implementation Plan, Events calendar, concept documents, stakeholder engagement plan
Method of Calculation / Assessment	Quantitative. Calculate the total number of branding visibility interventions conducted against the Communication Implementation Plan
Assumptions	No business disruptions, availability and co-operation from stakeholders, availability of message/content/relevance for marketing purposes
Means of Verification	Event reports, artwork, media clips/summary, stakeholder engagement report, branding artwork, social media report, media releases or articles developed
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Increased awareness of the NLSA, its mandate, products and services
Indicator Responsibility	Director: Communications, Marketing and Stakeholder Relations

Table 1.10

Indicator Title	Percentage of approved Human Resources Strategy implemented
Definition	The Human Resources Strategy outlines the organisation's human resources objectives, targets and implementation plan
Source of data	Human Resources Strategy
Method of Calculation / Assessment	Qualitative. Calculate the actual number of activities completed against the total number of activities due to be completed in the HR Implementation Plan and present as a percentage
Means of Verification	Approved HR Report
Assumptions	Approved Human Resources policies and procedures, adequate funding
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	A productive work culture and conducive work environment that attracts and retains employees
Indicator Responsibility	Director: Human Resources Management

Table 1.11

Indicator Title	Number of publications collected and recorded through Legal Deposit
Definition	Items refers to published non-serial and serial publications published in, or adapted for, South Africa, that are required to be deposited with the NLSA in terms of the Legal Deposit Act. Legal deposit is the statutory obligation of an author or publisher to deposit one copy of a published item with the NLSA.
Source of data	Legal Deposit Receipts Register Monthly receipts statistics
Method of Calculation / Assessment	Quantitative. Calculate the actual number of serial and non-serial items collected and recorded on the Legal Deposit Receipts Register and monthly receipts statistics
Means of Verification	Legal Deposit Receipts Register (LDRR) or associated monthly receipts statistics
Assumptions	Non-serial and serial publications have been deposited and recorded in the Legal Deposit Receipts Register and monthly receipts statistics
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually, quarterly with monthly monitoring of performance
Desired performance	Comprehensive Heritage Collection
Indicator Responsibility	Director: Business Development

Table 1.12

Indicator Title	Number of initiatives held to promote Legal Deposit of non-serial and serial publications
Definition	This indicator tracks the number of workshops and initiatives i.e. workshops and displays held to promote legal deposit of non-serial and serial publications published in South Africa. Legal deposit is the statutory obligation of an author or publisher to deposit one copy of a published item with the NLSA.
Source of data	1. Workshop concept document, invitation, programme, attendance register or evaluation form 2. Physical copies of Legal Deposit material exhibited, photographic evidence of exhibition, list of titles displayed or report of exhibition
Method of Calculation / Assessment	Quantitative. Calculate the actual number of initiatives organised/completed against the total number of initiatives due to be organised/completed as per the Events Calendar
Means of Verification	1. Workshop concept document, invitation, programme, attendance register, evaluation form. 2. Physical copies of legal deposit material exhibited; photographic evidence of exhibition; list of titles exhibited; report of exhibition
Assumptions	Budget availability
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Annually, quarterly with monthly monitoring of performance
Desired performance	Increased legal deposit of non-serial and serial publications
Indicator Responsibility	Director: Business Development

Table 1.13

Indicator Title	Number of items repaired and bound
Definition	This indicator tracks the number of items repaired and items bound. Binding refers to the protection of collections by preventing the loss of individual issues by binding them into one volume. Repairs refer to the mending of tears, cuts and separated spines in the collections.
Source of data	Statistical reports on items repaired and bound, monthly performance plan reports and Bindery and Conservation registers.
Method of Calculation / Assessment	Quantitative. Calculate the actual number of items repaired or bound against the total number of items due to be repaired or bound as per the Target Sheet
Assumptions	Collections requiring binding have been identified. All equipment, material and human resources are available to implement binding and repairs of collections
Means of Verification	Conservation registers or requisition slips
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually, quarterly but with monthly monitoring of performance
Desired performance	Increase life-span and protection of NLSA's Collections
Indicator Responsibility	Director: Business Development

Table 1.14

Indicator Title	Number of items deacidified
Definition	Individual non-serial items are protected to prevent deterioration by removing acid from the material via the deacidification process
Source of data	WMS reports and Bookkeeper Audit Reports
Method of Calculation / Assessment	Quantitative. Calculate the actual number of items deacidified against the total number of items due to be deacidified as per the Target Sheet
Means of Verification	WMS reports and Bookkeeper Audit Report
Assumptions	Collections requiring de-acidification have been identified. All equipment, material and human resources are available to implement the de-acidification of Collections. Funding availability
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually, quarterly with monthly monitoring of performance
Desired performance	Increased life-span and protection of the NLSA collections
Indicator Responsibility	Director: Business Development

Table 1.15

Indicator Title	Number of heritage images digitised
Definition	This indicator tracks the number of images digitised via the digital scanning process. Digitisation is the process of converting physical/hard copy items into electronic format for preservation and electronic access.
Source of data	Digitisation registers and items saved in the NLSA digitisation archive
Method of Calculation / Assessment	Quantitative. Calculate the actual number of heritage images digitised against the total number of heritage images due to be digitised as per the Target Sheet
Means of Verification	Digitisation registers, and images saved on the NLSA digitisation archives
Assumptions	Equipment, human resources and funding are available to carry out digitisation activities
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually, quarterly with monthly monitoring of performance
Desired performance	Increased life-span of, and improved access to the NLSA collections
Indicator Responsibility	Director: Business Development

Table 1.16

Indicator Title	Number of articles, papers or posters presented or published
Definition	This indicator tracks the research output generated by NLSA staff and presented at conferences, seminars and symposiums or published in accredited journals, conference proceedings and other platforms
Source of data	Publication and Presentation Schedule
Method of Calculation / Assessment	Quantitative. Calculate the actual number of articles, papers, posters presented or published against the total number articles, papers, posters presented or published due to be presented as per the Publication and Presentation Schedule
Means of Verification	Copy of the article, paper, poster or presentation or correspondence with event organisers' confirming participation
Assumptions	Fully functional Research Unit Conferences are being hosted Abstracts are accepted
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Increased research outputs in terms of articles published, papers read at conferences
Indicator Responsibility	Executive Director: Core Programmes

Table 1.17

Indicator Title	Number of editions of the NLSA's accredited journal published
Definition	This indicator tracks the number of publications produced with recognised research output that meets specified criteria
Source of data	Publication Plan
Method of Calculation /Assessment	Quantitative. Calculate the actual number of the NLSA's accredited journal published against the total number of the NLSA's accredited journal due to be published as per the Publication Plan.
Means of Verification	Artwork of publication, delivery notes
Assumptions	High quality research articles are available
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Increased research output NLSA positioned as thought leader in LIS sector
Indicator Responsibility	Director: Centre for the Book

Table 1.18

Indicator Title	Number of capacity development sessions in the LIS sector
Definition	To develop capacity, improve and strengthen specific skills, through formal structured sessions
Source of data	Capacity Development Plan/Programme/Schedule
Method of Calculation / Assessment	Quantitative. Calculate the actual number of capacity development sessions held against the total number of capacity development sessions due to be hosted as per the Capacity Development Plan/Programme/Schedule
Means of Verification	Attendance register, training material or evaluation form
Assumptions	Funding is available to support capacity development training sessions. There is interest for developmental training sessions.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Successfully upskilled participants
Indicator Responsibility	Executive Director: Core Programmes

Table 1.19

Indicator Title	Number of innovation services initiated and implemented
Definition	Innovation services refer to the conceptualisation and implementation of state-of-the-art technological solutions to automate and enhance the NLSA's business processes and/or innovative services that better meet the information needs of stakeholders and clients
Source of data	ICT Implementation Plans
Method of Calculation / Assessment	Quantitative: Calculate the actual number of innovation services initiated and implemented against the total number of planned innovation services due to be initiated and implemented as per the Project Plan
Means of Verification	Project Reports
Assumptions	Funding is available to support innovative initiatives/projects
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Automated and enhanced systems and services
Indicator Responsibility	Director: Information Communications Technology

Table 1.20

Indicator Title	Number of reading promotion campaigns organised nationally
Definition	Campaigns to instill a reading culture in communities
Source of data	Events Calendar
Method of Calculation / Assessment	Quantitative. Calculate the actual number of reading promotion campaigns organised nationally against the total number of reading promotion campaigns due to be organised nationally as per the Events Calendar
Means of Verification	Programme, invitation, attendance register, photographs or reports
Assumptions	Funding is available to execute the campaigns
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Strengthened reading environment
Indicator Responsibility	Manager: Centre for the Book

Table 1.21

Indicator Title	Number of National Reading Summit hosted
Definition	This indicator tracks the number of reading summits, organised and hosted to identify and implement strategies to strengthen the reading eco-system
Source of data	Events Calendar
Method of Calculation / Assessment	Qualitative. Calculate the actual number of Reading Summit hosted against the total number of Reading Summit due to be organised as per the Events Calendar
Means of Verification	Attendance register, programme, photographs or Report of the Reading Summit
Assumptions	Funding for the Summit is available, abstracts have been received and an audience is interested in attending the Summit
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Strengthened reading environment
Indicator Responsibility	Executive Director: Core Programmes

Table 1.22

Indicator Title	Number of books published through the Community Publishing Grant
Definition	This indicator tracks the number of manuscripts published through the support of the Community Publishing Programme
Source of data	Conditional Grant Publishing Committee Plan; NLSA agreement with authors
Method of Calculation / Assessment	Quantitative. Calculate the actual number of the books published against the total number of the books due to be published as per the Conditional Grant Publishing Committee's Plan
Means of Verification	Publisher delivery notes recording receipt of books at the NLSA, Selection Panel Report; NLSA agreement with authors
Assumptions	High quality manuscripts have been submitted
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Cumulative
Reporting Cycle	Annually, with quarterly and monthly reporting of performance
Desired performance	Promotion of self-publishing, contributing to the South African cultural heritage, economy and the promotion of indigenous languages
Indicator Responsibility	Director: Centre for the Book

Table 1.23

Indicator Title	Number of book club support workshops conducted
Definition	This indicator tracks the number of capacity building workshops towards the establishment and/or support of book clubs
Source of data	Events Calendar or approved concept document or business plan
Method of Calculation / Assessment	Quantitative. Calculate the actual number of the book club support workshops conducted against the total number of the book club support workshops due to be conducted as per the Events Calendar
Means of Verification	Agenda, attendance registers, photographs of the workshop, artwork developed for the workshop or evaluation forms
Assumptions	Support and co-operation of the Provincial Library Services, ability to host the workshops physically or online
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Contribution to establish a reading nation and informed citizenry
Indicator Responsibility	Director: Centre for the Book

Table 1.24

Indicator Title	Number of library guides distributed to library users and members of the Southern African Interlending Scheme (SAIS)
Definition	1. The indicator tracks the number of interlibrary loan guides that are communicated to members of the Southern African Interlending Scheme (SAIS) to promote best practices within the field 2. The indicator tracks the number of library user guides developed and distributed to library users
Source of data	Distribution list or Library Guides compiled
Method of Calculation / Assessment	Quantitative. Calculate the actual number of the library guides distributed to Library Users and members of SAIS against the total number of the library Guides due to be distributed to Library Users and members of SAIS as per the Training Guide Schedule
Means of Verification	Library Guides compiled for library users and SAIS member libraries
Assumptions	Operational email system, updated content is available
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Improved and enhanced library user and interlending library services
Indicator Responsibility	Director: Information Access Services

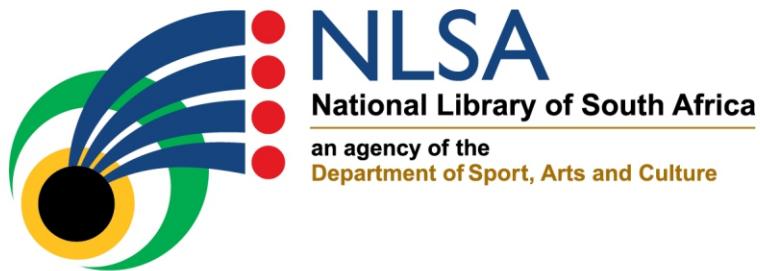
Table 11.25

Indicator Title	Number of electronic information resources retrieved and accessed
Definition	The indicator tracks the number of electronic items accessed by library users
Source of data	SABINET Online and Press Reader reports
Method of Calculation / Assessment	Quantitative. Calculate the actual number of electronic information resources retrieved and accessed against the total number of electronic information resources due to be retrieved and accessed on SABINET Online and Press Reader
Means of Verification	System generated reports
Assumptions	Availability of electronic databases. Availability of funds.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Increased universal access to information
Indicator Responsibility	Director: Information Access Services

Table 11.26

Indicator Title	Number of physical items retrieved and accessed
Definition	The indicator tracks the number of physical items retrieved from the shelves by/for researchers, member libraries and the general public, to meet information needs
Source of data	Request slips
Method of Calculation / Assessment	Quantitative. Calculate the actual number of physical items retrieved against the total number of physical items due to be retrieved and accessed as per the request slips
Means of Verification	Completed request slips
Assumptions	Requests are received and items are on the shelf
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly with monthly monitoring of performance
Desired performance	Increased universal access to information
Indicator Responsibility	Director: Information Access Services





NATIONAL LIBRARY OF SOUTH AFRICA

Materiality and Significance Framework



Effective from	01 April 2022
Date revised	31 January 2022
Policy owner/s	Finance and SCM Unit
Target audience	All employees

Should be read in conjunction with:

Legislation	1. Treasury Regulation 28.3.1 “for the purpose of material [section 55(2) of the Act] and significant [section 54(2) of the Act], the accounting authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority.
Policies	
Procedures	As per Annexure A (page 7 – 11)
Standards	

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Background

- 1.1 The Public Finance Management Act, Act No. 01 of 1999, assign as a responsibility of the accounting authority the duty to report or disclose material losses, material variances, and/or material facts to the relevant authority including the Executive authority, the Treasury and the Auditor General
- 1.2 The Act (PFMA) requires the Accounting Authority to submit to the Executive authority and obtain approval before participating in significant business arrangements, dealing in significant shareholding, and or entering into significant transactions.
- 1.3 Evident from the above is that the arrangement or transaction should be determined/ deemed material or significant to enforce compliance with the Act. The concepts “materiality and significance” is relative in nature and entity or sector specifics.

Objective

To determine levels of materiality and/or significance in relation to the business of the NLSA and to achieve compliance with Treasury Regulation 28.3.

Scope

The policy shall be applied in evaluating and assessing the significance and/or materiality of all facts and circumstances, business transactions, participation in business arrangements, compliance with laws and regulations and reporting both financial and non-financial information. Policy should be read together with the procedure on significant and materiality framework.

Strategic Impact

Support achievement of sound financial management and compliance with legislative requirements. The policy is aligned with the NLSA strategic outcome orientated goal of sound financial management and promotes accountability

Definitions

Significant, For the purpose of the NLSA, information will be considered significant if it test satisfactory against the principle criteria hereunder and such information will call for the responsive action of the Accounting Authority and/or Executive Authority where appropriate.

Materiality, information will be assessed as material if its omission or misstatement in the evaluation of the accounts of the NLSA or the review of a matter with public interest, is reasonably expected to influence the decisions of users taken on the basis of the subject matter under review or evaluated

Test criteria for Significance and Materiality

- 1.1 Information on a subject matter will be determined as significant if:
 - 1.1.1 The rand value of the transaction or arrangement individually or in aggregate is equal/ above the quantitative threshold determined annually in the procedure manual for this policy
 - 1.1.2 Transaction or arrangement is prescribed as significant in terms of the PFMA and the related regulation irrespective of its quantitative value
 - 1.1.3 Transactions or arrangements with a value exceeding the threshold per the proviso in 9(a) was executed in bad faith, without due care and not in the best interest of the National Library.
 - 1.1.4 The transactions, facts, circumstances or arrangements are required by the executive authority to be disclosed
- 1.2 Information on a subject matter will be determined as material if:
 - 1.2.1 The omission or misstatement of such information on the subject matter will adversely influence the user of such a subject matter
 - 1.2.2 The omission or misstatement of such information on the subject matter will results to a negative report issued by one performing an independent attestation of the subject matter
 - 1.2.3 The rand value of the transaction or arrangement individually or in aggregate is above the quantitative threshold determined annually in the procedure manual for this policy

Basis for determining thresholds

- 7.1 The factors hereunder shall collectively be considered in determining the quantitative thresholds in terms of proviso 9(a) & 10(c) of this policy:
 - 7.1.1 The funding model of the organisation and the sources of revenue
 - 7.1.2 The financial performance motives of the NLSA
 - 7.1.3 The financial structure of the NLSA
 - 7.1.4 The interest of stakeholders to the financial performance and position of the organisation
 - 7.1.5 The general control environment and inherent risk position of the National Library
- 7.2 Factors listed below shall collectively be considered in determining the qualitative thresholds in terms of proviso 9(b) – (d) & 10 (a) (b) of this policy
 - 7.2.1 The requirement of an Act of law and/or regulation in terms of an Act of law (i.e. Statutory requirements)
 - 7.2.2 The nature of a transaction or arrangement which is not usual or ordinary in the business of the National Library
 - 7.2.3 Transactions or arrangements involving performance in bad faith, without due care, or a display of dishonest, and which is committed by the executives and/or members of the governance structures.

Authority

The policy principles hereon as contained are the agreement of the Accounting Authority (board) at the NLSA and the Executive Authority of the department of arts and culture, the Honorable Minister. Any amendment, deviation, exemption to the policy requirements shall be agreed between the Minister and the Accounting authority.

Approval

Manager	Job Title	Signature	Date
	Chief Financial Officer		
	National Librarian and CEO		
	Chairperson of the Board		

ANNEXURE A

Procedure on Materiality and Significance Framework

Significance and Materiality

Reference to Policy	Procedure	Record document title									
Proviso 9(a), 10(c) & 11	<p>1. The rand value threshold shall be calculated by applying the percentages determined in the table on procedure five (5) against the Audited Financial Statements figures</p> <p>2. Transactions and arrangements that relates to dealings in assets, take-on of liability and dealings in equity shall be evaluated using the threshold calculated based on total assets</p> <p>3. Transactions and arrangements that relates to the realisation of income and expenditure shall be evaluated using the threshold calculated based on total revenue</p> <p>4. The determined quantitative thresholds are;</p> <table border="1"><thead><tr><th>Element</th><th>% to be applied</th><th>Rand Value (rounded to the nearest thousand)</th></tr></thead><tbody><tr><td>Total Assets</td><td>2%</td><td>R 4 482,785</td></tr><tr><td>Total Revenue</td><td>0.5%</td><td>R 737,557</td></tr></tbody></table>	Element	% to be applied	Rand Value (rounded to the nearest thousand)	Total Assets	2%	R 4 482,785	Total Revenue	0.5%	R 737,557	Audited Financial Statement
Element	% to be applied	Rand Value (rounded to the nearest thousand)									
Total Assets	2%	R 4 482,785									
Total Revenue	0.5%	R 737,557									

Reference to Policy	Procedure	Record document title
Proviso 9(b)	<p>5. The accounting authority shall report and obtain approval on all transactions or arrangement that pertains to the following in terms of section 54 of the PFMA</p> <p>6.1 Establishment or participation in the establishment of a company [PFMA, section 54(2)(a)]</p> <ul style="list-style-type: none"> a. Any transaction that causes any interest (equity/loans) to be taken by the NLSA in the company to be established or incorporated b. Any involvement by the NLSA in the establishment or incorporation of a company where an interest (equity/ loan) is to be acquired by the NLSA, irrespective of the degree of involvement <p>6.2 Participation in a significant partnership, trust, unincorporated joint venture or similar arrangement [PFMA, section 54(2)(b)]</p> <ul style="list-style-type: none"> a. Any participation in a partnership, trust, unincorporated joint venture or similar arrangement that is located outside the Republic of South Africa b. Any participation in a partnership, trust, unincorporated joint venture or similar arrangement with a rand value above the threshold determined in procedure 3,4 & 5 above <p>6.3 Acquisition or disposal of a significant shareholding in a company [PFMA, section 54(2)(c)]</p> <ul style="list-style-type: none"> a. Where the disposal or acquisition affects ownership control b. Where the rights of the NLSA to pass or block a resolution is affected c. There is a change in shareholding of at-least 20%, or will result to the acquisition of a 20% shareholding in the company <p>6.4 Acquisition or disposal of a significant asset [PFMA, section 54(2)(d)]</p> <ul style="list-style-type: none"> a. Acquisition or disposal of assets with a rand value exceeding the threshold determined in procedure 3 & 5 above. b. Excluded in procedure 6.4(a) are assets classified as current assets in terms of GRAP, and those dealt with in other sections of this procedure <p>6.5 Commencement or cessation of a significant business activity [PFMA, section 54(2)(e)]</p> <ul style="list-style-type: none"> a. Commencement or cessation of a business with total income or expected total income exceeding the threshold determined in procedure 4 & 5 	Submission/ MEMO to the Executive Authority

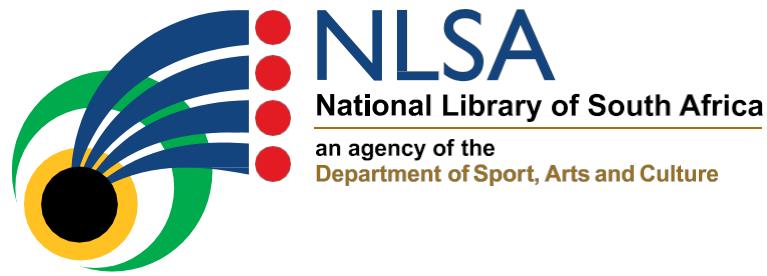
Reference to Policy	Procedure	Record document title
	<p>6.6 A significant change in the nature or extent of the NLSA's interest in a significant partnership, trust, unincorporated joint venture or similar arrangement [PFMA, section 54(2)(f)]</p> <ul style="list-style-type: none"> a. The change in interest in a partnership, trust, unincorporated joint venture or similar arrangement shall be considered significant if the arrangement itself was considered significant in terms of procedure 6.2 b. A change in interest in a significant arrangement, where the rand value of the interest exceed the threshold determined in procedure 3, 4 & 5 above c. Where the nature of the arrangement changes between any of the vehicles d. Any transaction resulting to a cumulative interest of 20% in the vehicle e. Any transaction that results in an increase of the cumulative interest by at-least 10% in the vehicle 	Submission/ MEMO to the Executive Authority
Proviso 9(b)	6. The Accounting Authority shall promptly inform the National Treasury of any new entity which the NLSA intends to establish or in the establishment of which the NLSA takes the initiative [PFMA section 51(1)(g)]	Submission/ MEMO to the Treasury
Proviso 9(c), 12(c)	<p>7. The accounting authority and Chairperson of the Audit Committee (TR27.1.11) shall report transactions or acts committed by the accounting authority or a delegated person which were not compliant to section 50.1 (a)(b) or 50.2(b) of the PFMA</p> <ul style="list-style-type: none"> a. Transaction, arrangement or action was committed by a member of the AA or executive in bad faith, not in the interest of the NLSA, with gross negligence, for personal gain and/or to improperly benefit others b. The report in procedure 8 shall also be made to the Auditor General [TR27.1.11] 	Submission/ MEMO to the Executive Authority
Proviso 9(d), 12(a)	8. On request, information or facts, including those reasonably discoverable, shall be disclosed to the Minister of Arts and Culture including the legislature to which the NLSA is accountable, [PFMA, section 50(1)(c)]	
Proviso 10(a)(b)	<p>9. Report to the Executive Authority by way of submission, motivation or any manner appropriate</p> <ul style="list-style-type: none"> a. The nature of any facts or circumstances considered necessary for the evaluation of any accountability document of the NLSA, that could not be made available to an authorised recipient b. The nature of any facts or circumstances considered necessary for the evaluation of any accountability document of the NLSA, that could not be reliably stated to an authorised recipient c. To the extent possible, the quantifiable rand value of the misstatement or omission of facts or circumstances considered necessary for the evaluation of any accountability document of the NLSA. 	Submission/ MEMO to the Executive Authority

Motivation

10. Factors considered in determining the quantitative threshold in procedure 3, 4 & 5 in terms of Proviso 11 of the Policy

- a. The primary source of revenue, the NLSA is funded mainly from a transfer income received from the department of artand culture. This is expected to remain and grow steadily over the foreseeable future.

- ■ ■ ■
- b. Statutory compliance requirements, the NLSA is listed in the PFMA as a schedule 3A public entity and thereby required to comply with certain provision of the act and its regulation. The NLSA is governed by the National Library of South Africa Act, Act No. 92, 1998. This contributes to the compliance risks inherent to the National Library of South Africa.
 - c. The Governance structures, recent appointments were made to the governance structure of the National Library including the executives, thereby impacting the strength of the control environment. The National library has in place all assurance providers including the structures providing independent assurance, e.g. the Internal audit and Auditor General.
 - d. Interest of stakeholders to the NLSA, a key performance indicator at the NLSA is the ability of the organisation to properly manage its finance and deliver on its mandate without committing to budget overruns. There are no expectations for the realisation of a budget surplus.



BOARD CHARTER

JANUARY 2021

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ABBREVIATIONS AND ACRONYMS

CEO	CHIEF EXECUTIVE OFFICER
DAC	DEPARTMENT OF ARTS AND CULTURE
DPSA	DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
MTEF	MEDIUM TERM EXPENDITURE FRAMEWORK
MTSF	MEDIUM TERM STRATEGIC FRAMEWORK
NLSA	NATIONAL LIBRARY OF SOUTH AFRICA
PFMA	PUBLIC FINANCE MANAGEMENT ACT, Act No. 1 of 1999
TOR	TERMS OF REFERENCE

1. INTRODUCTION

The National Library of South Africa (NLSA) Board Charter sets out the functions and responsibilities of the Board, along with certain matters relevant to the operations of the Board. The Board Charter is subject to the provisions of the National Library of South Africa Act, Act No. 92 of 1998, the Public Finance Management Act (PFMA), Act No. 1 of 1999, Treasury Regulations published in terms of the PFMA, King Reports for best practice, relevant policies developed by the Department of Public Service and Administration (DPSA), Protocol on Corporate Governance in the public sector published by the Department of Public Enterprises, the Department of Arts and Culture (DAC) and government priorities, including the DAC Governance Manual and Principles of Good Governance.

The 2016 King IV Report on Corporate Governance also indicates that at a minimum, the Board Charter should deal with:

- Purpose and objective;
- Roles and responsibilities of the Board;
- Access to Information;
- Communication policy;
- Chairperson's responsibilities; and
- Meeting procedure

The Board is the focal point of good governance in the NLSA. It is ultimately accountable and responsible for the performance and affairs of the NLSA. Delegation of authority to Board Committees or management does not in any way mitigate or dissipate the discharge by the Board and its members of their duties and responsibility. The Board also operates in accordance with set of corporate governance policies which take into account relevant best practice principles.

In general, the Board is collectively responsible for promoting the success of the NLSA by leading and directing the activities of the public entity. The Board should provide strategic guidance to the public entity and monitor the activities and effectiveness of management. The Board members should act on a fully informed basis, in good faith, with due diligence and care and in the best interest of the public entity, subject to the objectives set by DSAC in particular and government in general.

2. PURPOSE OF THE BOARD CHARTER

The purpose of the Board Charter is to provide a concise overview of:

- a) the roles, responsibilities, functions and powers of the Board, individual directors and the officials and executives of the NLSA;
- b) the powers delegated to various Board committees of the NLSA; and
- c) the policies and practices of the Board in respect of matters such as corporate governance, conducting of business of Directors with the NLSA, declarations and conflicts of interest, Board meeting documentation and procedures, composition of the Board and the nomination, appointment, induction, training and evaluation of directors and members of Board committees.

3. BOARD CONSTITUTION/RECONSTITUTION

The process of constitution or reconstitution of the Board shall be done in terms of the NLSA Act, the Handbook for the Appointment of Persons to Boards of State and State Controlled Institutions published by DPSA during January 2009, the DSAC Governance Manual and other relevant government policies. In order to avoid leadership vacuum, the process of Board reconstitution of the NLSA will start six months before the term of office of the present Board members expires. Following the process set out in the foundation legislation of the NLSA and other relevant policy documents, the DSAC Minister

will appoint the Board members. The screening process will be done before finalising the appointment of Board members. After appointment, the DAC will arrange the induction ceremony of Board members by the DSAC Minister.

The NLSA and the DAC: Governance Unit shall keep, and update, the database of all Board members appointed by the DSAC Minister.

4. STATUS OF THE BOARD

The Board of NLSA shall consist of people who achieved a distinction in the field of arts, culture and heritage or have shown special knowledge or experience in relation to some aspect of the NLSA's functions.

The Board of NLSA should be effective and efficient, comprising of Non-executive Directors in order to ensure independence and objectivity in decision making. The overall purpose of independence is to ensure that members do not have a relationship where there are, or perceived to be, matters which could interfere with a member of the Board.

A Board should have within its membership the range of expertise and skills necessary to effectively discharge its role. The main factors that contribute to the effectiveness of the Board are the overall suitability of members appointed, their success at working together and the knowledge and skills they acquire while serving as Board members.

5. AUTHORITY

5.1. The Board of the NLSA has, among others, the following authority:

5.1.1. The Board shall have unrestricted access to all NLSA information, records, documents and property.

5.1.2. The Board may, if necessary, take independent professional advice at the expense of the NLSA. In doing so the Board will not compromise any NLSA policies and procedures or any key associated legislation.

5.1.3. The Board members have, via the Chief Executive Officer (CEO) of the NLSA access to management and may meet separately with management without the attendance of respective line Directors.

6. COMPOSITION OF THE BOARD

According to section 6 of the NLSA Act, the Board consists of the following members appointed by the Minister of the DSAC:

6.1 The Chairperson;

6.2 At least seven but not more than nine members appointed by the Minister in the prescribed manner: provided that the regulations prescribing the manner of appointment must apply the principles of transparency and representativeness: provided further that at least one of the members has financial expertise;

6.3 The CEO of the National Library, who is ex officio a member of the Board; and

6.4 Executive Directors who are ex officio non-voting members.

A member of the Board holds office for a period not exceeding three years and may be reappointed. No member may serve more than two consecutive terms. Only individuals with sound ethical reputation and business or professional acumen and who have sufficient time to effectively fulfil their role as Board member, will be considered for appointment to the Board. Individuals with material enduring conflicts of interest with the NLSA that cannot be reasonably managed by the normal methods of declaration of interests and temporary recusal from meetings will not be considered for appointment.

7. RESPONSIBILITIES AND DUTIES OF THE BOARD

The primary role of the Board is providing leadership to the executive of an entity in discharging the responsibilities assigned to it under its establishment statute, the DSAC policies, other relevant legislation and approved codes of good practice in governance and business behaviour. Board members of the NLSA are valued as professionals on the basis of their individual expertise, and they are not to represent the sole interest of their companies or institutions. The functions below should be read with the Governance Manual developed by the DSAC.

7.1. Function of the Board

7.1.1. Functions as outlined in section 7 of the NLSA Act:

7.1.2. Run the affairs of the NLSA in line with the National Library of South Africa Act, Act 92 of 1998 establishing NLSA, the PFMA, DAC priorities, Medium Term Strategic Framework (MTSF), Medium Term Expenditure Framework (MTEF) and other relevant strategies and policies.

7.1.3. Setting broad strategy for the NLSA to meet its objectives and performance targets.

7.1.4. Ensure proper preparation of and approve strategic and annual performance plans, compliance reports, key procedures and policies.

7.1.5. Approve decisions related to strategic initiatives such as commercial ventures, significant acquisitions, internal restructures and disposals.

7.1.6. Approve the annual budget of the NLSA.

7.1.7. Ensure that NLSA follows corporate planning provided by the DSAC Minister, National Treasury and the DSAC management.

7.1.8 The Board may appoint such employees as are necessary to perform the functions of the National Library.

7.1.9 The Board must appoint a chief executive officer who must be responsible for the management of the affairs of the NLSA and who must report on those affairs to the Board as the Board may require.

7.1.10 The chief executive officer is also the accounting officer charged with the responsibility of accounting for all money received and the utilisation thereof and is responsible for the property of the National Library. The chief executive officer of the National Library is known as the National Librarian.

7.1.11 The Board determines the remuneration, allowances, conditions of service, subsidies and other benefits of the employees of the National Library in consultation with the Department of Public Service and Administration and with the approval of the Minister granted with the concurrence of the Minister of Finance.

7.1.12 An employee maybe discharged only in terms of a decision of the Board, and the employee concerned may in the prescribed manner and within the prescribed time appeal against the discharge to the Minister, who may confirm, vary or set aside that decision, or give such other decision as the Board in the opinion of the Minister should have given.

7.1.13 An employee may, with the employee's consent and on such conditions as the Board may determine, be seconded, either for the performance of a particular service or for a period of time, to the service of the State, another state or some other person. While seconded an employee remains subject to the laws and conditions of service that apply to the employee while in the employ of the National Library.

7.1.14 After finalisation of the appointment, the Chairperson of the Board must ensure that contracts of employment and performance agreement are both concluded with the CEO within three months. Copies of these documents must be submitted to the DSAC Minister.

7.1.15 The Board may invest any money not required for immediate use or as a reasonable operating balance with the Public Investment Commissioners or in such other manner as the Minister with the concurrence of the Minister of Finance may determine.

7.1.16 The Board may establish and operate a reserve fund and may deposit therein such amounts as become available from time to time.

7.1.17. Setting NLSA's values and standards of conduct and ensuring that these are adhered to, in the interest of stakeholders, employees, customers, suppliers and communities in which it operates and generally safe-guarding the reputation of the NLSA.

7.1.18. Provide leadership of the NLSA within a framework of prudent and effective controls which enable risk to be assessed and managed.

7.1.19. Setting the direction, strategies and financial objectives and ensuring that the necessary resources are available for NLSA to meet its mandate and obligations.

7.1.20. Always act in the best interest of the NLSA.

7.1.21. Ensuring the business of the NLSA remains a going concern. The Board should record the facts and assumptions on which it relies to conclude that the business will continue as a going concern in the financial year ahead and if it is decided that it will not, which steps the Board should take to remedy the situation.

7.1.22. Respond to all oversight role function required by the DSAC Minister, including compliance with all relevant prescripts.

7.1.23. Prepare a disclosure report for the annual report and other reports as required by the National Treasury, DSAC guidelines and government.

7.1.24. Comply with other functions as outlined in the DSAC Governance Manual.

7.1.25. Provide effective leadership on an ethical foundation and ensure effective management of ethics.

7.1.26. Ensure committees are effective and fulfil their mandates.

7.1.27. Responsibility for Information Technology and Communication (ITC) governance.

7.1.28. Responsibility for risk management.

7.1.29. Ensuring an effective and independent risk based Internal Audit (IA)Function.

7.1.30. Board should appreciate that stakeholder perceptions affect NLSA reputation (stakeholder management responsibilities).

7.1.31. Responsibility over compliance with laws and regulations.

7.1.33. Board should discuss the results of performance evaluation of the board at least once every year.

7.1.34. Ensuring disputes are resolved as effectively, efficiently and expeditiously as possible and in compliance with all relevant legislation.

7.1.35. Monitoring of the relationship between management and stakeholders of NLSA.

7.2. Functions of the Chairperson

The main role of the Chairperson is to lead meetings of the Board. This

leadership role is largely influenced by the size of the public entity and composition of the Board. Leadership from the Chairperson is more critical where the number of Board members is large or composed of representatives of multiple interest groups. The functions (not limited) are as outlined below:

7.2.1. Steer the business of the NLSA through all Board meetings.

7.2.2. Setting the ethical tone for the Board.

7.2.3. Direct the affairs of the NLSA. The primary role of the chairperson is to provide leadership to the Board in discharging the responsibilities assigned to it under its establishment statute, other relevant legislation, policies, strategies and codes of good practice in governance and business behaviour.

7.2.4. To manage the process of signing performance contracts by executive managers of the NLSA. The performance contract should include issues such as restraint-of-trade clauses (especially if there are institutions in competition with the NLSA) and the overall condition of employment.

7.2.5. Ensuring that the performance of the executive management of NLSA and the Board is regularly assessed and monitored.

7.2.6. Ensure that Board members work as a team.

7.2.7. Meet with the DSAC Minister at least twice a year to give feedback on overall performance of the NLSA Board.

7.2.8. Attend Chairperson's Forum, chaired by the DSAC Minister.

7.2.9. Ensure that strategic and annual performance plans and annual reports are tabled in Parliament as prescribed.

7.2.10. Ensure that the shareholder's compact is signed with the DSAC Minister before start of a financial year (that is before 31 March each year).

7.2.11. Continuously updating the Board's Guide to Good Governance, the document designed by the Chairperson of the Board to help any newly appointed Board member to understand readily the key responsibilities and expectations associated with their role.

7.2.12. Manage and lead the Board's relationship with DSAC Minister and the CEO.

7.2.13. Assigning Board members to various committees established by the NLSA Board. Based on Board profile also appoint the Chairpersons for these committees.

7.2.14. Share minutes of the Board and committees with the DSAC Minister.

7.2.15. During the Board reconstitution process, submit to the DSAC Minister a list of all Board members eligible for reappointment. The list should be submitted to the Minister six (6) months before the term of office of the present Board expires.

7.2.16 Determining and formulating (in conjunction with CEO and the Board Secretariat) the annual work plan for the board and playing an active role in setting the agenda of board meetings.

7.2.16. Ensuring board members are appropriately educated in their duties and responsibilities and that a formal programme of continuing professional education is adopted at board level.

7.2.17. To maintain regular dialogue with the Chief Executive Officer/National Librarian in respect of all material matters affecting the NLSA and to consult promptly with the other Board members when considered appropriate.

7.2.18. Ensure that Executive Management and Board Members play

a full contrastive role in the affairs of the NLSA and take a leading role in the process for removing underperforming or unsuitable members from the Board.

7.3. Functions of the Individual Members of the Board

In addition to paragraph 6.1 above, each member should also adhere to the following functions.

7.3.1. Always act in the best interest of NLSA and treat confidential information as such.

7.3.2. Ensure that a member has time devoted to the execution of duties as reflected in the National Library of South Africa Act.

7.3.3. Practice principles of good governance.

7.3.4. Be informed about the financial, social and political milieu within which NLSA operates.

7.3.5. Never permit a conflict of duties and interest to occur and must disclose potential conflicts of interest at the earliest opportunity.

7.3.6. Comply with other functions as outlined in the DAC Governance Framework.

7.3.7. At all times conduct themselves in a professional manner, having due regard to their fiduciary duties and responsibilities to the NLSA.

7.3.8. Uphold the core values of confidentiality, integrity and independence in all dealings on behalf of the NLSA.

7.3.9. Ensure that they have sufficient time available to devote to their duties as a Director.

7.3.10. Be diligent in discharging his duties to the NLSA and seek to acquire a broad knowledge of the NLSA's business so as to be able to provide meaningful direction to it.

7.3.11. Keep abreast of changes and trends in the business environment and markets, including changes and trends in the economic, political, social, technology and legal climate generally, which may impact on the NLSA's business.

7.3.12. Use their best endeavours to attend all Board meetings, to read all necessary documentation and prepare themselves thoroughly in advance of Board meetings. Directors who are unable to attend a scheduled meeting must advise the Chairman or the Board Secretariat in writing, in advance of a meeting.

7.3.13. The Board shall allow every Director to play a full and constructive role in its affairs. Directors shall accordingly participate fully, frankly and constructively in Board discussions and other activities and shall endeavour to bring the benefit of their particular knowledge, skills and abilities to Board discussions.

7.3.14. As Directors are individually and collectively accountable for compliance by the NLSA with its statutory and regulatory obligations, every Director should endeavour to be conversant with the statutory and regulatory framework within which the NLSA operates.

7.3.15. The Board may recommend to the Minister that any Director who fails to attend at least 75% of scheduled Board or Committee meetings without valid reasons be called upon to relinquish his directorship.

7.3.16. It is recorded that the maximum levels of remuneration payable to Directors are determined by the Minister in agreement with the Minister of Finance.

7.3.17. The Board shall adopt a formal Conflicts of Interests Policy in terms of which conflicts are defined and appropriate procedures for dealing with conflicts are prescribed. As a minimum, such a policy

must state that Directors recuse themselves from discussions or decisions on matters in which they have a conflict of interest.

7.3.18. Directors are required to inform the Board through the Board Secretariat in advance, of any conflicts or potential conflicts of interest they may have in relation to particular items of business to be transacted at a meeting.

7.3.19. Directors may not vote and must not be counted in the quorum of a meeting to pass a resolution in respect of any business where they have a direct or indirect interest;

7.3.20. If any Director wilfully or negligently fails to disclose an interest as required above or, subject to the provisions of the NLSA Act, if he participates in the proceedings of the Board notwithstanding any conflict of interest, the relevant proceedings of the Board may, at the discretion of the other Directors be declared null and void. This shall be in addition to any other sanction that the Board may collectively apply in respect of the errant Director, which sanction may include a recommendation to the Minister that such Director be removed from the Board;

7.3.21. In exceptional circumstances, the Board may decide that, in the light of interests disclosed by a Director, such Director shall not be entitled to receive any further information on any particular matter before the Board and shall instruct the Board Secretariat accordingly. A Director who is aggrieved by the Board's decision in this regard shall be entitled to make representations to the Board who will refer the matter to an independent governance expert whose decision shall be final and binding on the parties.

7.4. Functions of the Board Secretariat

A Board secretary must be appointed to attend and minute all Board meetings. The Board secretary should have a detailed knowledge of the establishing legislation of the NLSA and other legislation and government policies that affect the National Library of South Africa. Apart from the administrative responsibilities the Board secretary will among other things:

7.4.1. Facilitate professional development programs of the Board.

7.4.2. Advise the Board on implementation of corporate governance programmes.

7.4.3. Advising members on legal obligations of members and of the public entity.

7.4.4. Ensure that Board procedures are followed and reviewed regularly.

7.4.5. Ensure that the applicable rules and regulations for conduct of the affairs of the Board are complied with.

7.4.6. Maintain statutory records in accordance with legal requirements.

7.4.7. Provide the Board as a whole and individual Board members with detailed guidance as to how their responsibilities should be properly discharged in the best interest of the NLSA and on good governance.

7.4.8. Keep abreast of, and inform the Board, of current corporate governance thinking and practice.

7.4.10. Advise the Board on all legal and regulatory matters, including legal frameworks and processes.

7.4.11. Advise the Board with respect to all regulatory filing and public disclosure relating to the NLSA's governance processes.

7.4.12. Assist with director induction and training programmes.

7.4.13. Ensure that the Board Charter and the terms of reference of Board committees are kept up to date.

7.4.14. Prepare and circulate Board and Board committee papers.

7.4.15. Elicit responses, input, feedback for Board and Board committee meetings.

7.4.16. Assist in drafting annual work plans.

7.4.17. Ensure preparation and circulation of minutes of Board and committee meetings.

7.4.18. Assist with the evaluation of the Board, committees and individual directors.

7.5. PFMA Responsibilities of the Board

Sections of the PFMA dealing with: annual budgeting, general responsibilities of the accounting authorities, fiduciary duties of accounting authorities, annual report and financial statements, submission responsibilities of accounting authorities and any other relevant sections of the PFMA

7.6 Board Committee Chairperson's Responsibilities

The chairpersons' duties and responsibilities include, but are not limited to, the following: The Chairperson shall: 7.6.1 In consultation with the CEO, Board Secretary or other board or committee members, schedule dates, times and location for meetings. 7.6.2 Ensure meeting are called and held in accordance with the organisations' mandate, terms of reference or by-laws. 7.6.3 In consultation with the CEO, Board Secretary, and/or other board or committee members establish and confirm an agenda for each meeting. 7.6.4 Ensure the meeting agenda and relevant documents are circulated to the members of the committee 3-5 days in advance of the meeting.

7.6.5 Officiate and conduct meetings. 7.6.6 Provide leadership and ensure committee members are aware of their obligations and that the committee complies with its responsibilities. 7.6.7 Ensure there is sufficient time during the meeting to fully discuss agenda items. 7.6.8 Ensure that discussion on agenda items is on topic, productive and professional. 7.6.9 Ensure minutes are complete and accurate, retained, included and reviewed at the next meeting. 7.6.10 Chair in-camera meetings as required.

8. BOARD COMMITTEES

The Board may nominate one or more committees, which may subject to its instructions perform those functions of the Board that the Board may determine. The Board shall not be absolved from any functions performed by any of the committees. Delegating authority to the committees or executive management does not mitigate or dissipate the discharge by the Board of their duties and responsibilities. The Board committees may consist of any member of the Board, an employee of the entity, persons with suitable skills or experience, who must be paid such allowance as the Board, in consultation with the Minister, may determine. A member of the Board may not serve on more than four committees.

Each committee will be guided by the Terms of Reference (TOR) developed by the NLSA Board.

The Board has the following committees:

- Audit, Risk and Performance Committee
- Human Resources and Remuneration Committee
- Research and Knowledge Management Committee

10. CONFLICT OF INTEREST

Board members may not place themselves in a position in which their personal interest conflict or may possibly conflict with their duty to act in the best interests of the NLSA.

11. ACCESS TO INFORMATION

The Board members are entitled to full access to information required to discharge its duties. It is the responsibility of the Board secretariat to assist the Board members in this regard.

12. MEETINGS OF THE BOARD AND COMMITTEES

Board meetings are key part of the effective leadership of the NLSA. It is the responsibility of the chairperson to ensure that the meetings make effective use of the time and skills of the members and produce outputs in accordance with the public entity's objectives.

The Board shall, have at least four (4) meetings per annum, and the Board Committees at least two (2) per annum. The Chairperson may at any time convene a special meeting of the Board, and he/she must determine the time and place of the meeting. There should be a disclosure in the annual report regarding the number of Board/committees meetings held in a year and details of attendance of each member. The Board shall determine the procedure of its meetings.

A representative quorum for meetings is a majority of its members of which not less than the majority of directors shall be non-executive.

The Chairperson or, in the Chairperson's absence, a member of the Board/committee elected by the members present must preside at a meeting of the Board/Committee. Directed by the Chairperson, the secretary of the Board is responsible for arranging meetings of the Board and distribution of agenda and Board packs. Board packs should reach members fourteen (14) days prior to the date of the meeting.

Minutes of all meetings should be distributed for review by members of the Board within ten (10) days of the meeting. Chairperson shall sign all minutes as evidence of approval. The minutes of the meetings shall, once ratified by the Board, be bound in a minute book

Minutes of all Board meetings shall, within six months, be shared with the Minister by the Chairperson of the Board.

13. ASSESSMENT

13.1. Self-Assessment

The Board and Board Committees shall conduct self-assessment annually. The Chairperson will assess the performance of the individual Board members and the Board members shall evaluate the Chairperson. In addition to these internal regular performance and effectiveness evaluations, the DAC, through the office of the Minister, shall also assess the performance of the Board annually. The terms of reference of such assessments shall be determined by the DSAC Minister in the Board Assessment Guide developed by the DSAC. The Guide outlines the evaluation processes to be followed by both the DSAC and its public entities.

13.2. Assessment of the Chief Executive Officer (CEO)

The Board shall develop a CEO assessment tool that could be used to assess the contractual performance agreement of the CEO. The report produced shall be shared with the Minister responsible for Arts, Culture and Heritage.

14. BOARD RESOLUTIONS

A decision of the Board shall be taken by resolution of the majority of the members present at any meeting of the Board or by round-robin, and, in the event of an equality of votes, the Chairperson shall have a casting vote in addition to his/her deliberative vote. The Board resolution may be signed by 51% to constitute a quorum.

15. DECLARATION OF AUTHORITY

The matters specifically reserved for the Board under the Delegation of Authority include decisions about NLSA strategy, annual performance plans, budget, annual financial statements, succession planning (especially of CEO and Management), remuneration and other relevant policies of the NLSA.

16. CONFIDENTIALITY

Every member of the NLSA Board must sign confidentiality agreement. The agreement prohibits the disclosure of any protected information received through participation in the Board activities (information received orally or in writing). The Chairperson of the Board will ensure that everyone participating in the activities of the NLSA Board meetings, telephone, e-mail exchange, or any form of communication has received clear instructions on the confidentiality of the proceedings.

17. GENERAL

The Board may obtain independent professional advice if considered necessary. The Charter shall be reviewed annually or where required and appropriate.

18. ATTACHMENTS

18.1 The National Library of South Africa Act (Act 92 of 1998)

18.2 Legal Deposit Act, 1997 (Act 54 of 1997)

18.3 PFMA Section 50: Fiduciary Duties of Accounting Authorities

Section 51: General Responsibilities of Accounting Authorities

Board Chairperson

Date: 17 September 2021

