SOUTH AFRICAN LIBRARY FOR THE BLIND

STRATEGIC PLAN
FOR THE FISCAL YEARS
2025/26–2029/30

SOUTH AFRICAN
LIBRARY FOR THE BLIND

An agency of the
Department of Sport, Arts and Culture

SOUTH AFRICAN
LIBRARY FOR THE BLIND
STRATEGIC
P L A N
FOR THE FISCAL YEARS
2025/26–2029/30

Introduction by the Chairperson of the Board

This Strategic Plan provides a clear commitment that the Board, Management and all staff of the library have formulated a plan to achieve the strategic outcomes and priorities contained in this document by the 2025/30 financial year. The SALB Strategic Plan is also guided by the national/international imperatives on the promotion of equity in access to information for all. The strategic imperatives outlined on this 5-year rolling plan have been agreed upon by the Board and supported by expectations and perceptions of the custodians of our services. The Board and Management of the Library is committed to achieve these objectives with the required support from the Department of Sport, Arts and Culture and in partnership with external stakeholders where applicable. The Technical Indicator of each objective supported by business strategic objectives provides details of how each objective will be performed. The Board is aware of the library's responsibility as a Public Entity and hence linked objectives to National Priorities of Government and the United Nations Convention on the Rights of People with Disabilities which was signed and ratified by the SA Government where applicable.

As the only Library for the Blind in South Africa and on the African Continent the Board is committed to ensure that the Library's Legal Mandate as described in Act 91 of 1998 is not just honoured but also implemented because of its profound impact on the lives of blind and print-handicapped readers. The Annual Performance Plan will serve as an active guide on the activities of the library. Regular report to the Board and the Executive Authority will serve as instruments to monitor progress. This five-year rolling plan has been developed in collaboration with staff from all the Sections of the Library. The Board of the SALB is confident that these objectives outlined on the Strategic Plan have a potential to address the overarching national principles of the decline in reading and writing literacies. This element becomes a great concern when it comes to the blind and visually impaired youth of South Africa whose study and career aspirations are solely dependent on access to relevant information.

Mr. Xolisa Yekani

Chairperson of the Board of the South African Library for the Blind

Foreword by the Accounting Officer

The Strategic Plan for the South African Library for the Blind is confirming its long-term plans and commitments for the 2025/2026 to 2029/2030 fiscal years.

The commitments are an indication to the beneficiaries of the library that the library will deliver services and products in response to their reading, information and recreational needs. The commitments are an indication to taxpayers of South Africa how public funds will be spent and that the library is adding value to the lives of people with print disabilities. The commitments are an indication to various Government structures that the library is contributing to the development of the country by supporting the objectives of the National Development Plan 2030 and its Medium-Term Strategic Framework plan. The library is therefore an important national strategic partner playing its part to grow and develop South Africa and to make South Africa a more inclusive society. It is also an indication that the Board and Management of the library is committed to sound financial governance and general governance practices.

Finally, the Strategic Plan is a clear commitment of all library staff to produce and develop accessible reading material and library services in a dedicated manner. The Board, Management and Staff of the library is committed to deliver the best library and information services possible to blind, visually impaired and print-disabled readers across South Africa – this plan is a confirmation of that. In addition, the library has a proud history of over 100 years of service delivery and governance excellence, and this Strategic Plan is an affirmation to continue that commitment.
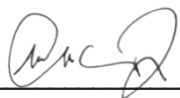
_____

Dr Pateka Ntshuntshe-Matshaya

CEO for South African Library for the Blind (SALB)

Official sign-off:

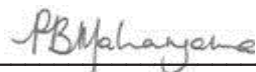It is hereby certified that this Strategic Plan:

a.   Was developed by the Management of the South African Library for the Blind.

b.   Was prepared taking into consideration the Executive Authority Mandate and priorities as well as that of the SALB.

c.   Accurately reflects the estimated performance targets which the South African Library for the Blind will endeavour to achieve given the resources available in the budget over the 2025/2026 period.
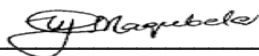
M. Mkhayiphe: _____

Chief Financial Officer

P. Mahanjana: _____

Senior Manager: Production and Standards

NJ. Maqubela: _____

Senior Manager Library and Information Services

N. Kadiramwando: _____

Senior Manager ICT

N.de Lange: _____

Head Human Resources

Dr Pateka Ntshuntshe Matshaya: _____

Chief Executive Officer

Accounting Authority:

Mr Xolisa Yekani: _____

Chairperson of the board:

Approved by:

Hon Mr Gayton McKenzie: _____

Minister of Sports, Art and Cult

LIST OF ABBREVIATIONS/ACRONYMNS

ABC	Accessible Book Consortium
AFS	Annual Financial Statements
AGSA	Auditor General of South Africa
ARC	Audit and Risk Committee
BBBEE	Broad Based Black Economic Empowerment
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DAISY	Digital Accessible Information System
DSAC	Department of Sport, Arts and Culture
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
ICT	Information and Communication Technology
IFLA	International Federation of Library Associations
MEC	Member of Executive Council
MTEF	Medium Term Expenditure Framework

MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NDPW	National Department of Public Works
NT	National Treasury
PESTLE	Political, Economic, Social, Technological, Legal, Environmental
PFMA	Public Finance Management Act, Act 1 of 1999
SABA	South African Braille Authority
SALB	SA Library for the Blind
SCM	Supply Chain Management
TR	Treasury Regulations
WIPO	World Intellectual Property Organisation
SWOT	Strengths, Weaknesses, Opportunities and Threats

PART **A**

OUR MANDATE

1. UPDATES TO THE LEGISLATIVE AND POLICY MANDATE

UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

The South African Library for the Blind derives its mandate from the South African Library for the Blind Act No. 91 of 1998. The mandate is further strengthened by complying with the following main legislation:

- **PUBLIC FINANCE MANAGEMENT ACT, NO. 1 OF 1999 (AS AMENDED):**
  The SALB is committed to comply fully with the provisions of the Public Finance Management Act and Treasury regulations. Section 50 of the Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA) sets out the fiduciary duties of accounting authorities. Section 51 sets out the responsibilities of accounting authorities. The PFMA regulates public sector managers to manage and improve accountability in by eliminating waste and corruption in the use of public funds. The act enables public sector managers to manage and improve accountability in terms of eliminating waste and corruption in the use of public funds. SALB is listed as a Schedule 3A public entity.

- **EMPLOYMENT EQUITY ACT, NO. 55 OF 1998 (AS AMENDED):**
  The SALB is a schedule 3A Public Entity under the auspices of the National Department of Sport, Arts and Culture and conform to the requirements of the Employment Equity Act. The library has an Employment Equity Manager appointed to assist the Chief Executive Officer in attending to matters relating to employment equity, transformation and eradication of discriminatory measures/practices. An Employment Equity report for the SALB is submitted online to the Department of Labour every year, as required by Legislation. Because the Library employs fewer than 150 employees, it is regarded as a small organization in terms of the Act.

- **SKILLS DEVELOPMENT ACT, NO. 97 OF 1998 (AS AMENDED):**
  The Management of the SALB places a high value on the skills development of its staff. The Skills Development Act requires designated employers to submit formal Skills Work Plans on an annual basis to the relevant SETA (ETDP SETA). The SALB complies with the requirements of the Act.

- **PROMOTION OF ACCESS TO INFORMATION ACT, NO. 2 OF 2000 (AS AMENDED):**
  The library submitted their Section 51 Manual in terms of the Promotion of Access to Information Act to the SA Human Rights Commission during 2011. The Manual is available in English, Afrikaans and isiXhosa.

- **OCCUPATIONAL HEALTH & SAFETY ACT, NO 85. OF 1993 (AS AMENDED):**
  The library has a Health & Safety Committee in place which operates in compliance with the Act. The committee consists of a Health and Safety Officer and three Health and Safety Representatives. Frequent reports are submitted, and meetings conducted in relation to health and safety in the work place. The Health and Safety representatives are also First Aiders for SALB.

- **LEGAL DEPOSIT ACT 54 OF 1997**
  As the Library is recognised as a legal deposit site in line with the Legal Deposit Act 54 of 1997. In relation to SALB mandate of providing blind, print handicapped and visually impaired readers with information in formats relevant to it constituents. Publications deposited at SALB as an Official Depository will be transcribed to formats relevant to our reading requirements.

- **PREFERENCIAL PROCUREMENT POLICY FRAMEWORK ACT, 200 (Act No. 5 of 2000)**
  The Preferential Procurement Policy Framework Act, 2000 (Act No. 05 of 2000) (PPPFA) gives effect to Section 217 (3) and provides a framework for the implementation of the procurement policy contemplated in Section 217 (2) of the Constitution. As a PFMA Schedule 3 entity the Library is bound and committed to comply with the provisions of this Act.

2   UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

Updates to Institutional Policies and Strategies

The Strategic Plan has been developed within the framework of the National Development Plan, the Mzansi Golden Economy Strategy; the Strategic Plan of the Department of Sports, Arts and Culture with a direct link to Outcome 14, Social Cohesion and Nation Building ; the United Nations Convention on the Rights of Persons with Disabilities (which has been signed and ratified by the SA Government) as well as the Library and Information Services Transformation Charter.

The work of the library is supporting the Vision and Mission of the Department of Sports, Arts and Culture. Through the production and dissemination of accessible media to blind and print handicapped readers in South Africa, this target group becomes part of social cohesion, nation-building, sharing in the arts and culture of South Africa as well as its languages.

The Department of Sports, Arts and Culture (DSAC) has outlined five strategic priorities in their 2020-2025 strategic plan:

- Increased market share of, and job opportunities created in sport, cultural and creative industries.
- A diverse, socially cohesive society, with a common national identity.
- A transformed, capable, and professional SAC Sector.
- Integrated and accessible SAC infrastructure and information.
- Compliant and responsive governance.

These priorities are designed to achieve the DSAC's vision of an active, creative, winning and socially cohesive nation.

The **South African Library for the Blind** can align to the DSAC's strategic priorities in a number of ways:

- **Increase its market share and create job opportunities:** The library can develop and implement strategies to increase its reach and impact, which could include expanding its collection, developing new programs and services, and partnering with other organizations. It can also create job opportunities by hiring more staff, providing internships and training programs, and supporting the development of small businesses in the creative sector.

- **Promote social cohesion and inclusion:** The library can play a role in promoting social cohesion and inclusion by providing access to information and resources for people with disabilities. It can also develop programs and services that promote understanding and respect for diversity.

- **Transform, capacitate, and professionalise the SAC sector:** The library can contribute to the transformation, capacitation, and professionalization of the SAC sector by providing training and development opportunities for staff, partnering with other organizations to deliver programs and services, and advocating for policies that support the sector.

- **Provide integrated and accessible infrastructure and information:** The library can provide integrated and accessible infrastructure and information by developing and maintaining a comprehensive collection of materials in accessible formats, providing access to assistive technology, and developing programs and services that meet the needs of people with disabilities.

- **Ensure compliant and responsive governance:** The library can ensure compliant and responsive governance by developing and implementing policies and procedures that are in line with the DSAC's strategic priorities, regularly monitoring and evaluating its performance, and being accountable to its stakeholders.

By aligning itself with the DSAC's strategic priorities, the South African Library for the Blind can ensure that it is making a significant contribution to the development of a more inclusive and equitable society.

3. Updates to Relevant Court Rulings

None

PART **B**

OUR
STRATEGIC
FOCUS

1. VISION, MISSION, VALUES AND SLOGAN

VISION
A Library for the Blind leading Africa in the provision of a Transformative and Inclusive Library and Information service.

MISSION
Enabling Equitable and Open Access to Library and Information Services for the Blind, Visually Impaired and Print-Disabled Communities

VALUES

1. Professionalism
We maintain the highest standards of professionalism by treating everyone with respect and addressing all matters with integrity, courtesy and efficiency.

2. Collaboration
We embrace collaboration with our stakeholders, recognising that by leveraging each other's strengths and working together, we achieve greater success.

3. Teamwork
We foster a strong sense of teamwork by showing consideration and empathy in all our interactions.

4. Compassion
We approach all interactions with compassion, treating everyone with kindness and understanding.

5. Transparency
We are committed to open communication and accountability, ensuring that our processes and decisions are clear and accessible to our stakeholders.

Blind People Love Reading

2.   SITUATIONAL ANALYSIS

Situational Analysis of the South African Library for the Blind (SALB) - January 2025

This situational analysis provides an overview of PESTEL factors considered and a snapshot of the internal and external (SWOT) factors impacting the South African Library for the Blind (SALB) as of January 2025.

Vision & Mission Alignment

SALB's vision and mission aligns with the overarching goals of the Department of Sports, Arts and Culture (DSAC) to ensure cohesive efforts towards national development. This alignment is achieved by focusing on:

1.   Increased access to information and cultural participation for blind and visually impaired individuals (BVI).
2.   Promoting social inclusion and cohesion through accessible library services.
3.   Contributing to the transformation and professionalism of the library and information services sector.

PESTEL FACTORS

The PESTEL model was used to analyse the macro-environmental factors of SALB. These factors can have a significant impact on a SALB's strategy, operations, and performance. The following points on PESTEL model was considered:

Political:

1. **Government funding and policies:** SALB likely relies on government funding and support. Changes in government policies, budget cuts, or political instability could affect its operations and financial stability.
2. **Accessibility regulations:** Laws and regulations related to accessibility for people with disabilities can impact SALB's services and infrastructure.
3. **Copyright laws:** SALB's ability to produce and distribute accessible materials may be affected by copyright laws and licensing agreements.

Economic:

1. **Economic growth and recession:** Economic downturns can lead to reduced donations and funding, impacting SALB's resources.
2. **Unemployment rates:** High unemployment may increase the demand for SALB's services while potentially reducing the pool of potential donors.
3. **Inflation:** Rising costs can affect SALB's operational expenses, such as materials, production, and staffing.

Social:

1. **Aging population:** South Africa has an aging population, which could lead to increased demand for SALB's services due to age-related vision loss.
2. **Literacy rates:** Low literacy rates can impact the demand for and accessibility of SALB's services.
3. **Social attitudes towards disability:** Positive social attitudes and awareness about visual impairment can increase support for SALB and its mission.

Technological:

1. **Assistive technologies:** Advancements in assistive technologies, such as screen readers, braille displays, and audio books, can enhance SALB's services and reach.
2. **Digitalisation:** The increasing availability of digital content can create opportunities for SALB to expand its offerings and reach a wider audience.
3. **Technological infrastructure:** Access to reliable internet and technology infrastructure is crucial for SALB to provide online services and reach users in remote areas.

Environmental:

1. **Environmental sustainability:** SALB may need to consider the environmental impact of its operations, such as paper usage and energy consumption.
2. **Climate change:** Extreme weather events could disrupt SALB's services and potentially damage its facilities.

Legal:

1. **Data protection laws:** SALB handles personal information of its users and needs to comply with data protection regulations.
2. **Disability discrimination laws:** SALB needs to ensure its services and facilities comply with laws prohibiting discrimination against people with disabilities.
3. **Labor laws:** SALB needs to adhere to labor laws related to employment practices and working conditions.

SALB used the PESTEL model to identify potential opportunities and threats, adapt its strategies, and ensure its long-term sustainability in serving the needs of people with visual impairments in South Africa.

SWOT Analysis

Situational Analysis of the South African Library for the Blind (SALB)

The South African Library for the Blind (SALB) is a vital organization dedicated to providing accessible library and information services to blind, visually impaired, and print-disabled individuals in South Africa. This situational analysis examines the internal and external factors that influence SALB's operations and strategic direction, based on the SWOT analysis provided.

Internal Strengths

1. **Unique Mandate and Legal Framework:** SALB holds a unique position as the only national library specifically mandated to serve blind and print-disabled individuals in South Africa. This legal foundation provides a strong basis for its operations and advocacy efforts.
2. **Growing Network of Mini-Libraries:** SALB's expanding network of mini-libraries across South Africa extends its reach and impact, bringing services closer to communities.
3. **Extensive and Diverse Collection:** The library boasts a vast collection of materials in accessible formats, catering to diverse needs and preferences.
4. **Skilled and Specialized Staff:** SALB's staff possesses the expertise and experience to provide quality services and support to visually impaired patrons.

5. **National Outreach and Partnerships:** Collaboration with other organizations, including libraries, schools, and NGOs, enhances SALB's reach and impact.
6. **Effective Governance:** A functional Board and management structure ensure sound governance and strategic direction.
7. **Strong Institutional Credibility:** SALB enjoys recognition and respect for its valuable services and contributions.
8. **Reliable Donor Funding:** Josie Wood Foundation provides important financial support.

Internal Weaknesses

1. **Limited Funding:** Reliance on government funding and fundraising can create financial constraints, hindering service expansion and resource allocation.
2. **Staffing Constraints:** Limited staff capacity restricts personalized attention, outreach activities, and overall efficiency.
3. **Low Staff Morale:** Job security concerns, limited promotion opportunities, and other factors impact staff morale and motivation.
4. **Rapid Mini-Library Expansion Challenges:** The rapid growth of mini-libraries presents challenges in maintaining service quality and providing adequate support.
5. **Accessibility of Mini-Libraries:** Not all mini-libraries are fully accessible to individuals with mobility impairments, limiting inclusivity.
6. **Limited Brand Awareness:** Lack of awareness about SALB's services restricts membership growth and potential impact.
7. **Collection Promotion and Distribution:** Challenges exist in effectively promoting and distributing the library's collection to members.
8. **Digitization Challenges:** Converting physical materials to accessible digital formats is resource-intensive, hindering the expansion of digital offerings.

External Opportunities

1. **New Building Infrastructure:** The new building provides opportunities for enhanced service delivery, accessibility, and creative use of space.
2. **Access to NLSA Collections:** Partnership with the National Library of South Africa (NLSA) provides access to a wider range of materials for conversion to accessible formats.
3. **Legal Deposit Library Status:** Achieving legal deposit library status will enhance SALB's collection development and ensure access to a broader range of publications.
4. **Technological Advancements:** New technologies offer opportunities to improve access to information for visually impaired individuals.
5. **Increased Membership:** Raising awareness and early intervention can lead to a larger user base and greater impact.
6. **Partnerships and Collaboration:** Building stronger partnerships can secure additional funding, resources, and collaborative opportunities.
7. **Advocacy and Policy Development:** SALB can play a crucial role in advocating for policies that support the inclusion of visually impaired individuals.
8. **Open Access Resources:** Utilizing open access resources can expand SALB's collection and provide greater access to information.
9. **Expansion in Africa:** SALB can explore opportunities to extend its services and expertise to other countries in Africa.
10. **Fundraising and Grants:** Diversifying funding sources through grants and fundraising initiatives can support service expansion and sustainability.

External Threats

1. **Competition for Funding:** Competition from other organizations seeking funding for programs related to visually impaired individuals can limit SALB's access to resources.
2. **Copyright Restrictions:** Copyright laws can pose challenges in providing accessible versions of copyrighted materials.
3. **Economic Instability:** Economic fluctuations and changes in government policies can impact SALB's funding and operational stability.
4. **Postal Service Challenges:** The unreliable postal service can hinder the timely distribution of materials to members.
5. **Changing User Needs:** Evolving user preferences and demands require SALB to adapt its services and offerings continuously.
6. **Braille Skills Shortage:** The scarcity of Braille skills in the workforce can impact SALB's ability to provide Braille materials and services.
7. **Literacy Rates:** Low literacy rates among the general population can affect the demand for library services and the accessibility of information.
8. **Technological Disruption:** Rapid technological advancements require continuous investment and staff development to maintain service accessibility and relevance.
9. **Attracting and Retaining Skilled Staff:** Competition for skilled personnel can make it challenging to attract and retain qualified staff.

This situational analysis highlights the complex interplay of internal and external factors that shape SALB's operating environment. By leveraging its strengths, addressing its weaknesses, capitalizing on opportunities, and mitigating threats, SALB can continue to fulfill its vital mission of providing equitable access to information for blind, visually impaired, and print-disabled individuals in South Africa.

Overall Assessment

Internal Position: The total weighted score for the IFE is 2.99 out of a possible 4.00 (comprising 1.62 for Strengths and 1.37 for Weaknesses). This indicates that SALB's internal position is **above average**, suggesting a strong internal environment with notable strengths.

External Position: As previously mentioned, the total weighted score for the EFE is 3.32 out of a possible 4.00 (comprising of 1.74 for Opportunities and 1.58 for Threats). This suggests that SALB is in a relatively strong external position, indicating that it is effectively capitalizing on opportunities and mitigating threats in its environment.

Overall: Based on these scores, SALB appears to be in a strong position both internally and externally. This suggests that SALB is effectively leveraging its internal strengths to capitalize on opportunities and mitigate threats in its environment.

Recommendations as part of SALB's Strategic Plan 2025/26 to 2029/30:

Strengthening Internal Position:

1. **Secure Additional Funding:** Explore diverse funding sources, including grants, corporate sponsorships, and individual donations, to reduce reliance on government funding and support service expansion.
2. **Improve Staff Morale and Retention:** Implement strategies to enhance staff morale, such as providing opportunities for professional development, recognizing achievements, and creating a supportive work environment.
3. **Address Staffing Constraints:** Advocate for additional staffing resources to reduce workload and enable more personalized attention to users.

4. **Ensure Accessibility of Mini-Libraries:** Conduct accessibility audits of all mini-libraries and implement necessary modifications to ensure full accessibility for individuals with mobility impairments.
5. **Enhance Collection Promotion and Distribution:** Develop a comprehensive marketing and communication strategy to raise awareness of SALB's collection and services, including targeted outreach to specific user groups.
6. **Streamline Digitisation Processes:** Explore partnerships and invest in technology to streamline the conversion of physical materials to accessible digital formats.

Capitalising External Opportunities:

1. **Leverage New Building Infrastructure:** Utilize the new building's infrastructure to enhance service delivery, create accessible spaces for users, and host events and workshops.
2. **Expand Partnerships:** Cultivate and strengthen partnerships with organizations serving visually impaired individuals, educational institutions, and technology providers to expand access to resources and expertise.
3. **Advocate for Inclusive Policies:** Advocate for policies that support the inclusion of visually impaired individuals in education, employment, and community life.
4. **Explore Expansion in Africa:** Explore opportunities to share SALB's expertise and resources with other countries in Africa to promote accessible library services across the continent.

Mitigating External Threats:

1. **Adapt to Changing User Needs:** Conduct user surveys and focus groups to understand evolving user needs and preferences, and adapt services and collections accordingly.
2. **Address Technological Disruption:** Invest in staff training and development to ensure SALB remains up-to-date with technological advancements and can provide accessible services using the latest technologies.
3. **Advocate for Copyright Reform:** Advocate for copyright reform that facilitates access to copyrighted materials in accessible formats for visually impaired individuals.

By strategically addressing these recommendations, SALB can further strengthen its internal capacity, capitalize on external opportunities, and mitigate potential threats to ensure the continued provision of high-quality, accessible library services for blind, visually impaired, and print-disabled individuals in South Africa.

SALB Four Strategic Focus Areas

(linked to Four Perspectives of the Balanced Scorecard model)

The Library is the only one of its kind, not only in South Africa but also on the African Continent. Although there are scarce skills in Audio and Braille production the library has well trained staff to produce accessible reading material for blind and print-handicapped readers. The library's content is digitized which makes it easy to distribute material nationally and internationally. The library plays an important role in collaboration with international organisations such as the World Intellectual Property Organisation to address the lack of sharing digital book files across international borders. The library is also a

member of the International Federation of Library Associations where we share and exchange knowledge about library service delivery to our unique market. The library has added a third reading format to its production line, i.e. tactile books for pre-school children. This contributes to literacy and the love for reading with children. Collaboration with Provincial and Local Library Authorities contributed to the establishment of Digital Library Service Points in various public libraries (Mini-Libraries). Expanding the membership base of the Library through these initiatives is crucial to reach as many members as possible within and outside of South African boarders.

•1.1 Funding and Sustainability
•1.2 Cost-Effectiveness
•1.3 Financial Performance
•1.4 Drive inclusive growth and job creation

•2.1 User Satisfaction
•2.2 Accessibility and Reach
•2.3 User Engagement
•2.4 Initiatives targeting Anti-Gender Based Violence
•2.5 Youth and Children

1. Financial Sustainability and Growth (Financial Perspective)

2. Access and Reach (Customer Perspective)

3. Innovation and Inclusivity (Internal Processes Perspective)

4. Empowerment and Community Building (Learning and Growth Perspectives)

•3.1 Production Efficiency
•3.2 Collection Development
•3.3 Technology and Innovation
•3.4 Persons living with disabilities

•4.1 Staff Development
•4.2 Knowledge Management
•4.3 Partnership and Collaborations
•4.4 Reduce poverty and tackle high cost of living
•4.5 Build a Capable, ethical and developmental state

PART **C**

MEASURING OUR PERFORMANCE

Programme

Performance
Information

1

1. Programme Performance Information

Strategic Outcome: Rendering a National Library and Information Service to blind and print-handicapped readers.

Goal statement: The South African Library for the Blind renders a National Library and Information Service through registering blind and print- handicapped
readers/members, production processes and providing member services.

Institutional Performance Information

Impact Statement: To provide effective and efficient Financial, Human Resource and ICT administration and corporate governance; by being fair, accountable,
responsible and transparent.
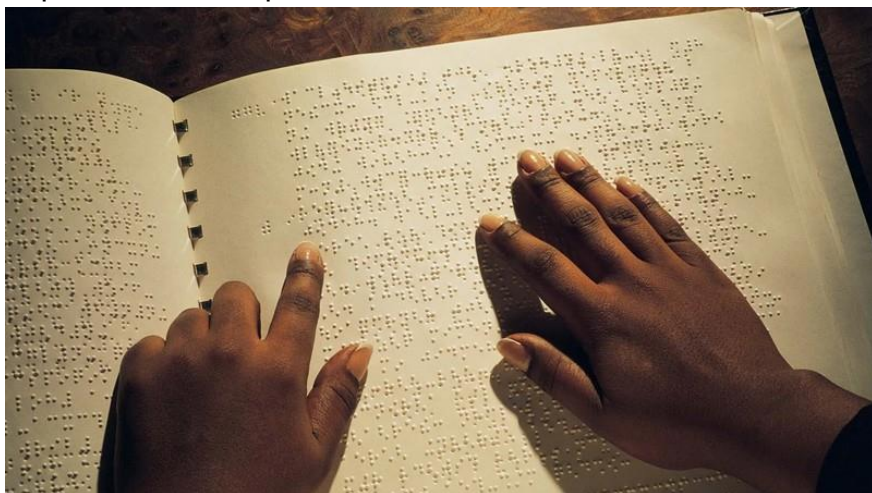
Programme 1: Administration

Sub-programme: Finance; Human Resource and ICT and Technical Services Support

Goal: To render administrative and support services to the SALB Board, the CEO and the Management team of the Library.

Purpose: This programme is primarily responsible for providing support to the SALB Board, the CEO and the Management team of the Library. It is responsible for recording,

reporting and providing relevant management information required by legislation to the Board and the CEO relating to Financial, Human Resource and ICT & Technical compliance matters.

The Section comprises:
1.1 Finance Management
1.2 Human Resources Management and Development
1.3 Information and Communication Technology (ICT) and Technical Services Support

No	Outcome	Output	Output Indicators	5 year Baseline	5 year target
				2020-2025	2026-2030
1.1.1	Financial Management strengthened within the organisation	Unqualified audit report from External Auditor (AGSA)	Unqualified External Audit (AGSA) report	Unqualified External Audit (AGSA) report	Unqualified External Audit (AGSA) report
1.2.1	To foster a culture of continuous training and development programmes	Training and development programmes conducted	Number of training and development programmes conducted	5XAnnual training reports	15
1.2.2	Youth empowerment through Internship programmes	Internship programmes created and sustained	Number of Interns enrolled and sustained	9	15
1.3.1	ICT Governance and administration - to ensure that IT supports the overall business objectives and mandate of	Reliable and efficient ICT services in accordance to industry norms and standards	Quarterly ICT minutes and ICT Steering Committee meetings	20 XICT reports	20 x ICT steering committee minutes
1.3.2	the library	ICT policy implemented and formulated	Number of policies implemented and formulated	N/A	20
1.3.3	SALB staff empowered on ICT policies	ICT training for ICT personnel and staff / users	Number of training sessions conducted	N/A	10
1.3.4	SALB staff empowered on ICT policies	ICT training for ICT personnel and staff / users	Live and accessible website and mobile library app	N/A	Live and accessible Website and Mobile Library App
1.3.5	Preparation of playback devices for Library Members	Playback devices prepared for Library Members	Number of playback devices prepared for library members	60 X reports	1000
1.3.6	Servicing and repairment of playback devices for Library members	Servicing and repairment of playback devices and returned to Library members	Number of Playback devices serviced and repaired for library members	60 X reports	1000
1.3.7	Playback devices distributed to newly registered members to ensure access to Library Audio material	Playback devices distributed to the new registered members	Number of playback devices issued to newly registered members	60 X reports	1000

Programme **2**

Business
Development

Programme 2: Business Development

Sub-programme 2.1: Library and Information Services

2.1.1 Impact Statement: Enabling equitable and open access of library and information services for people who are blind, print handicapped and visually impaired.

2.1.1.1 Goal: To develop a balanced collection of reading material and to render and expand library and information services to blind, print handicapped and visually impaired readers.

2.1.1.2 Purpose/Functions: This programme is responsible for:

- Establish, manage and maintain the integrated electronic Library Management System that seamlessly correlates all library functions.
- Maintain the records of the members of the Library.
- Issue and receive reading material and reading devices to the members of the Library as well as Mini-Libs.
- Ensure quality control of library collection and manage the distribution supply chain of library records through our distribution chain.
- Develop the collection of the Library through selection, acquisitions and cataloguing.
- Administer Copyright management matters.
- Promote information access of library resources.
- Administer interlibrary loans from international suppliers.

No	Outcome	Output	Output Indicators	5 year Baseline	5 year target
				2020-2025	2026-2030
2.1.1	Audio Book titles added to the catalogue	Audio Book titles added to the catalogue	Number of Audio Book titles added to the catalogue	60 X reports	1500
2.1.2	Braille Book titles added to the catalogue	Braille Book titles added to the catalogue	Number of Braille Book titles added to the catalogue	60 X reports	1500
2.1.3	Tactile Book titles added to the catalogue	Tactile Book titles added to the catalogue	Number of Tactile Book titles added to the catalogue	60 X reports	120
2.1.4	Indigenous language audio book titles added to the catalogue	Catalogued indigenous language Audio book titles	Number of Audio indigenous book titles added to the catalogue	60 X reports	600
2.1.5	Indigenous language Braille book titles added to the catalogue	Catalogued indigenous language Braille book titles	Number of braille indigenous book titles added to the catalogue	60 X reports	600
2.1.6	Registration of new Library members	Library membership registrations	number of membership application forms captured on LMS	N/A	4800
2.1.7	Outreach and membership drive	New members registered per year	Number of new members registered per year	60 X reports	120
2.1.8	Library System: Keep staff abreast of system changes	Optimal of use of up to date Aurora LMS	Number of trainings held for Old and new staff on Aurora LMS	60 X reports	20
2.1.9	Research and development of current trends in library Applications	Implementation of Library Applications	Number of application systems piloted	N/A	5
2.1.10	Coordinating, establishment, maintenance & support of mini library service points	new mini-library service points and supporting existing sites in all 9 provinces	Number of mini- library service points established and maintained	60 X reports	45
2.1.11	Circulation of reading material	Circulation of reading material to library members	Number of reading material circulated	60 X reports	320000
2.1.12	Downloading of books from the ABC and related platforms	ABC and related platform files downloaded	Number of ABC and related platform files downloaded	1030	1750
2.1.13	National and International Strategic engagement	National and International engagements	Number of National and International engagement programmes	5	20
2.1.14	Legal deposit initiatives established to promote SALB as a Legal depository	Legal deposit initiatives	Number of initiatives held to promote Legal Deposit	N/A	20

No	Outcome	Output	Output Indicators	5 year Baseline	5 year target
				2020-2025	2026-2030
2.1.15	Press Reader as a platform to enhance equitable access to latest magazines and newspapers	User trainings held to enhance equitable access	Number of training sessions on PressReader	N/A	10

Sub-programme 2.2: Braille Production

2.2.1 **Impact Statement:** Producing quality Braille reading materials in all 11 official languages for the benefit of blind, print-handicapped and visually impaired readers of SALB.

2.2.2 **Goal:** To produce quality Braille reading materials.

2.2.3 **Purpose/Functions:** The core function of Braille Production is to produce high-quality, error-free braille material for blind, print-handicapped and visually impaired people. This is achieved through the services of highly skilled in-house Braillists.

No	Outcome	Output	Output Indicators	5 year Baseline	5 year target
				2020-2025	2026-2030
2.2.1	Production of SALB Braille material	In-house produced SALB Braille books	Number of In-house Braille books produced and customised	720	1200
2.2.2		PressReader Magazines edited and produced in Braille	Number of PressReader Magazines edited and produced in Braille	180	300
2.2.3	Braille Training material produced and quality controlled	Training Material produced in Braille	Number of Training Material produced in Braille	180	300
2.2.4	Blind ,print handicapped and visually impaired members trained on Braille	Braille training conducted	Number of blind print, handicapped and visually impaired members trained on Braille	240	400
2.2.5	Customisation of externally produced Braille material	Externally produced Braille material customised	Number of externally produced Braille material customised	750	1250
2.2.6	Production of Braille material in Indigenous languages	Indigenous Braille material produced and customised	Number of Indigenous Braille material produced and customised	105	250

Sub-programme 2.3: Audio Production

2.3.1.1 Impact Statement: Producing Audio content in all 11 official languages for the benefit of blind, print-handicapped and visually impaired readers of SALB.

2.3.1.2 Goal: To produce quality audio reading material based on international accessibility standards.

2.3.1.3 Purpose/Functions: Audio Production is responsible for producing audio reading material in accessible formats. Part of this responsibility is to incorporate the use of specialized technology, systems and audio formats to enhance the reading experience of blind, print handicapped and visually impaired readers.

No	Outcome	Output	Output Indicators	5 year Baseline	5 year target
				2020-2025	2026-2030
2.3.1	Production of SALB Audio books	In-house produced SALB Audio books titles	Number of In-house produced SALB Audio books titles	1350	1350
2.3.2	Customisation of externally produced audio book titles	Externally produced audio book titles customised	Number of externally produced Audio book tittles customised	1650	1650
2.3.3	Production of Indigenous languages Audio Books*	Indigenous languages audio books produced and customised	Number of Indigenous languages audio books produced and customised	300	300

Sub-programme 2.4: Braille Advisory and Standards

2.4.1 **Impact Statement:** Facilitate the process of creating awareness and educating stakeholders in braille and tactile standards.

2.4.2 **Goal:** To facilitate the development of Braille and Tactile books according to International Standards.

2.4.3 **Purpose/Functions:** Development of Braille and Tactile books according to international standards is a statutory and mandatory process. It encompasses an additional function of standard setting, including the following tasks performed by this section.

No	Outcome	Output	Output Indicators	5 year Baseline	5 year target
				2020-2025	2026-2030
2.4.1	Production of Tactile books	Tactile books produced	Number of tactile books produced	150	150
2.4.2	Braille and Tactile Education Outreach Programmes to schools and/or early childhood centres	Braille and Tactile Education Outreach programmes to Schools and or early childhood centres conducted	Number of Braille and Tactile Education Outreach programmes to Schools and or early childhood centres conducted	20 X reports	20
2.4.3	Administration of Transcribers Braille examination	Transcriber's Braille examination administered	Number of Transcriber's Braille examination administered	5 annual report	10
2.4.4	Training on Braille and Tactile books production	Training conducted on Braille and Tactile books production	Number of staff trained on Braille and Tactile books production	N/A	5

Programme

Public
Engagement

3

Programme 3: Public Engagement

3.1   Sub-programme: Marketing and Promotion

Impact Statement: To promote the work and activities of the Library through appropriate marketing communication channels.

Goal: To reach out to Library Members and the Public at large and potential funders to highlight the work of the SALB.

Purpose/Functions: Marketing and promoting the Library's products and services.

No	Outcome	Output	Output Indicators	5 year Baseline	5 year target
				2020-2025	**2026-2030**
3.1.1	Marketing and promoting the Library's products and services	Quarterly reports on marketing initiatives and programmes	4 x Quarterly reports on marketing initiatives and programmes	20 X Quarterly report	20 x Quarterly reports on marketing initiatives and programmes

PART D

TECHNICAL
INDICATOR
DESCRIPTION (TID)

PROGRAMME 1 : ADMINISTRATION

Indicator Number	1.1.1
Indicator Title	Unqualified External Audit (AGSA) report
Definition	Annual external audit report
Source of data	External audit report
Method of calculation	Audit Opinion
Means of Verification	External audit report
Assumptions	n/a
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Unqualified audit opinion
Indicator responsibility	Chief Financial Officer

Indicator Number	1.2.1
Indicator Title	Number of training and development programmes conducted
Definition	Upskilling of staff competencies based on developmental needs identified
Source of data	Training reports and attendance registers
Method of calculation	Numeric - Number of training and developmental programmes
Means of Verification	Training manuals, Attendance registers
Assumptions	Sectional managers will submit their skills needs and availability of funding
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Successful roll-out of training programmes
Indicator responsibility	Section Head: Human Resources

Indicator Number	1.2.2
Indicator Title	**Number of Interns enrolled and sustained**
Definition	Internship Opportunities created and sustained
Source of data	Internship contracts / renewal letters
Method of calculation	Signed and submitted internship contracts or renewal letters
Means of Verification	Contract letters
Assumptions	Budget availability and/ or external partnership in place
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	To create and sustain internship opportunities which will have an impact on job creation and youth empowerment
Indicator responsibility	Section Head: Human Resources

Indicator Number	1.3.1
Indicator Title	**Quarterly ICT minutes and ICT steering committee meetings**
Definition	Submission of quarterly ICT reports and /or minutes of ICT meetings in support of reliable and efficient ICT services in accordance with industry norms and standards
Source of data	ICT Steering committee minutes and supporting monthly management team reports
Method of calculation	Quarterly minutes from the ICT committee
Means of Verification	Quarterly ICT committee minutes
Assumptions	All ICT controls and policies are in place
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	To ensure that IT supports the overall business objectives and mandate of the library
Indicator responsibility	Senior Manager: ICT

Indicator Number	1.3.2
Indicator Title	**Number of policies implemented and formulated**
Definition	To promote ethical use of ICT systems
Source of data	Website and SALB network folder
Method of calculation	Policy workshop attendance
Means of Verification	Approved policies
Assumptions	n/a
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Improved ICT governance
Indicator responsibility	Senior Manager: ICT

Indicator Number	1.3.3
Indicator Title	**Number of training sessions conducted**
Definition	Upskill the workforce
Source of data	Attendance registers
Method of calculation	Training registers
Means of Verification	Training manuals and attendance registers
Assumptions	n/a
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Empowered and skilled work force
Indicator responsibility	Senior Manager: ICT

Indicator Number	1.3.4
Indicator Title	**Live and accessible website and mobile library app**
Definition	Functional and User Friendly Website
Source of data	Document requirement analysis, service provider appointment letters, user acceptance testing reports, contract register
Method of calculation	User acceptance testing reports
Means of Verification	Document requirement analysis, service provider appointment letters, user acceptance testing reports
Assumptions	n/a
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
Desired performance	Enhanced access to library users and community on SALB services
Indicator responsibility	Senior Manager: ICT

Indicator Number	1.3.5
Indicator Title	**Number of playback devices prepared for library members**
Definition	Playback devices prepared for distribution to library members
Source of data	Inventory registers, Request registers
Method of calculation	Job cards
Means of Verification	from track and trace number schedule and/or report from Library Management System
Assumptions	Sufficient budget allocation to procure devices annually
Calculation type	Cumulative
Reporting cycle	Annually and Quarterly
Desired performance	Devices prepared and distributed to members
Indicator responsibility	Senior Manager: ICT

Indicator Number	1.3.6
Indicator Title	**Number of Playback devices serviced and repaired for library members**
Definition	Playback devices serviced /repaired
Source of data	Inventory registers, Request registers
Method of calculation	Job cards
Means of Verification	from track and trace number schedule and/or report from Library Management System
Assumptions	Sufficient budget allocation to procure devices annually
Calculation type	Cumulative
Reporting cycle	Annually and Quarterly
Desired performance	Devices serviced and distributed to members
Indicator responsibility	Senior Manager: ICT

Indicator Number	1.3.7
Indicator Title	**Number of playback devices issued to newly registered members**
Definition	Playback devices distributed to new members
Source of data	Inventory registers, Request registers
Method of calculation	Job cards
Means of Verification	from track and trace number schedule and/or report from Library Management System
Assumptions	Sufficient budget allocation to procure devices annually
Calculation type	Cumulative
Reporting cycle	Annually and Quarterly
Desired performance	Devices prepared and distributed to members
Indicator responsibility	Senior Manager: ICT

PROGRAMME 2 : BUSINESS DEVELOPMENT

SUB-PROGRAMME 2.1 : LIBRARY AND INFORMATION SERVICES

Indicator Number	2.1.1
Indicator Title	Number of Audio Book titles added to the catalogue
Definition	Submission of monthly report on catalogued Audio books
Source of data	Completed production record, catalogue records on LMS
Method of calculation	Monthly report (monthly aggregation of catalogued Audio books)
Means of Verification	Monthly report to the MANCO supported by Library Management System (LMS) report
Assumptions	ICT hardware and software working optimally (LMS,Databases)
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Monthly and Quarterly
Desired performance	To have a diverse catalogued collection of material that is equitable for persons who are blind, print handicapped and visually impaired
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.2
Indicator Title	Number of Braille Book titles added to the catalogue
Definition	Submission of monthly report on catalogued Braille books
Source of data	Completed production record, catalogue records on LMS
Method of calculation	Monthly report (monthly aggregation of catalogued Braille books)
Means of Verification	Monthly report to the MANCO supported by Library Management System (LMS) report
Assumptions	ICT hardware and software working optimally (LMS,Databases)
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Monthly and Quarterly
Desired performance	To have a diverse catalogued collection of material that is equitable for persons who are blind, print handicapped and visually impaired
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.3
Indicator Title	Number of Tactile Book titles added to the catalogue
Definition	Submission of monthly report on catalogued Tactile books
Source of data	Completed production record, catalogue records on LMS
Method of calculation	Monthly report (monthly aggregation of catalogued Tactile books)
Means of Verification	Monthly report to the MANCO supported by Library Management System (LMS) report
Assumptions	ICT hardware and software working optimally (LMS,Databases)
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Monthly and Quarterly
Desired performance	To have a diverse catalogued collection of material that is equitable for persons who are blind, print handicapped and visually impaired
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.4
Indicator Title	Number of Audio indigenous book titles added to the catalogue
Definition	Submission of monthly report on catalogued Audio indigenous languages book titles
Source of data	Completed production record, cataloguing records on LMS
Method of calculation	Monthly report (monthly aggregation of catalogued Audio indigenous languages book titles)
Means of Verification	Monthly report to the MANCO supported by LMS report
Assumptions	ICT hardware and software working optimally
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Monthly and Quarterly
Desired performance	To have a diverse catalogued collection of material that is equitable for persons who are blind, print handicapped and visually impaired
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.5
Indicator Title	Number of braille indigenous book titles added to the catalogue
Definition	Submission of monthly report on catalogued Braille indigenous languages book titles
Source of data	Completed production record, cataloguing records on LMS
Method of calculation	Monthly report (monthly aggregation of catalogued Braille indigenous languages book titles)
Means of Verification	Monthly report to the MANCO supported by LMS report
Assumptions	ICT hardware and software working optimally
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Monthly and Quarterly
Desired performance	To have a diverse catalogued collection of material that is equitable for persons who are blind, print handicapped and visually impaired
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.6
Indicator Title	Number of membership application forms captured on LMS
Definition	Submission of monthly report on Library membership registrations
Source of data	Membership application / registration forms – online and in print format.
Method of calculation	Monthly report (monthly aggregation of Library membership registrations)
Means of Verification	Monthly report (monthly aggregation of Library membership registrations)
Assumptions	ICT hardware and software working optimally
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Monthly and Quarterly
Desired performance	To ensure all membership applications are processed proficiently
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.7
Indicator Title	Number of new members registered per year
Definition	Submission of monthly report on membership increased through outreach initiatives.
Source of data	Senior Librarian Outreach Services Reports, programmes, attendance register, meeting agendas, meeting invitations, annual workplan
Method of calculation	Monthly report (monthly aggregation of Senior Librarian Outreach Services Reports)
Means of Verification	Monthly report to MANCO supported by Senior Librarian Outreach Services Reports
Assumptions	Collaboration from key stakeholders
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Monthly and Quarterly
Desired performance	To increase membership through outreach initiatives.
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.8
Indicator Title	Number of trainings held for Old and new staff on Aurora LMS
Definition	Submission of quarterly reports on training to keep staff abreast of system changes
Source of data	Quarterly Reports, training schedules, attendance register
Method of calculation	Quarterly Reports (aggregation of training provided)
Means of Verification	Quarterly Reports to MANCO supported by training schedules, attendance register
Assumptions	ICT hardware and software working optimally
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Quarterly
Desired performance	Optimal and effective use of LMS by staff
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.9
Indicator Title	Number of application systems piloted
Definition	Piloting or implementing of researched library applications
Source of data	Piloting of library applications
Method of calculation	Piloting project (concept document)
Means of Verification	concept document, pilot programme, feedback form, meeting minutes
Assumptions	ICT hardware and software working optimally
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Monthly and Quarterly
Desired performance	Enhanced equitable access to LIS services and resources for people who are blind, print handicapped and visually impaired.
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.10
Indicator Title	**Number of mini- library service points established and maintained**
Definition	Submission of new mini libraries established maintained & supported service points
Source of data	MOU, SLA's, concept documents, business plan, attendance registers, event programs, invitations, meeting minutes, membership registration in mini libraries
Method of calculation	reports / correspondence / signed SLA
Means of Verification	Evidence of interaction/ correspondence/ MOU / SLA
Assumptions	
Calculation type	Non-cumulative / Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Annually
Desired performance	
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.11
Indicator Title	**Number of reading material circulated**
Definition	Submission of monthly report on reading materials circulated
Source of data	Submission of monthly report supported by LMS
Method of calculation	Screenshots and extracts from LMS
Means of Verification	Monthly and Quarterly Reports to MANCO supported by LMS report
Assumptions	ICT hardware and software working correctly
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Monthly, Quarterly and Annually
Desired performance	Enhanced equitable access to reading material and resources for people who are blind, print handicapped and visually impaired.
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.12
Indicator Title	Number of ABC and related platform files downloaded
Definition	Submission of monthly report on ABC and related platform files downloaded
Source of data	Reports and records on LMS, Databases
Method of calculation	Monthly report (monthly aggregation of ABC and related platform files downloaded
Means of Verification	Monthly report to the MANCO supported by LMS report
Assumptions	ICT hardware and software working optimally (LMS and Databases)
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Monthly and Quarterly
Desired performance	To have a diverse catalogued collection of material that is equitable for persons who are blind, print handicapped and visually impaired
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.13
Indicator Title	Number of National and International engagement programmes
Definition	Submission of annual report on engagement programmes
Source of data	Reports, communication
Method of calculation	National and International engagement programmes, minutes
Means of Verification	Annual report to the MANCO supported by LMS report
Assumptions	Engagements
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Annually
Desired performance	Encourage and enhance National and International Strategic engagement
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.14
Indicator Title	Number of initiatives held to promote Legal Deposit
Definition	Submission of Quarterly report on Legal Deposit promotion initiatives
Source of data	Reports and records of initiatives on LMS
Method of calculation	Monthly report (monthly aggregation of harvested Legal Deposit material,
Means of Verification	Monthly report to the MANCO supported by LMS report
Assumptions	ICT hardware and software working optimally (DSpace)
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Monthly and Quarterly
Desired performance	To have a diverse South African material that is equitable for persons who are blind, print handicapped and visually impaired
Indicator responsibility	Senior Manager: LIS

Indicator Number	2.1.15
Indicator Title	Number of training sessions on PressReader
Definition	Submission of quarterly report on PressReader trainings
Source of data	Training Reports
Method of calculation	Quarterly report on training conducted, training schedule, attendance register
Means of Verification	Monthly report to the MANCO supported by LMS report
Assumptions	ICT hardware and software working optimally (PressReader System)
Calculation type	Cumulative (Qualitative and quantitative indicator)
Reporting cycle	Quarterly
Desired performance	User trainings held to enhance equitable access
Indicator responsibility	Senior Manager: LIS

SUB-PROGRAMME 2.2 : BRAIILE PRODUCTION

Indicator Number	2.2.1
Indicator Title	Number of In-house Braille books produced and customised
Definition	Production of SALB braille books
Source of data	Production sheet/listing and/or print/electronic copy of book
Method of calculation	Completed production record per title
Means of Verification	Production sheets (hardcopy signed and soft electronic copy)
Assumptions	ICT hardware and software working optimally
Calculation type	Cumulative (Qualitative indicator)
Reporting cycle	Monthly and Quarterly
Desired performance	Quality produced braille material (book)
Indicator responsibility	Senior Manager: Production & Standards

Indicator Number	2.2.2
Indicator Title	Number of PressReader Magazines edited and produced in Braille
Definition	Production of PressReader Magazines
Source of data	Production sheet/listing and/or print/electronic copy of book
Method of calculation	Completed production record per title
Means of Verification	Production sheets (hardcopy signed and soft electronic copy)
Assumptions	ICT hardware and software working optimally
Calculation type	Cumulative (Qualitative indicator)
Reporting cycle	Monthly and Quarterly
Desired performance	Quality produced braille material (book)
Indicator responsibility	Senior Manager: Production & Standards

Indicator Number	2.2.3
Indicator Title	Number of Training Material produced in Braille
Definition	Training material produced in Braille
Source of data	Production sheets
Method of calculation	Numeric: Number of training material produced
Means of Verification	Training manuals and production sheets
Assumptions	n/a
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Braille training material produced and quality controlled
Indicator responsibility	Senior Manager: Production & Standards

Indicator Number	2.2.4
Indicator Title	Number of blind print, handicapped and visually impaired members trained on Braille
Definition	Improved competencies on Braille for Blind, Print-Handicapped and Visually Impaired members
Source of data	Facilitators lesson plan and attendance register
Method of calculation	Numeric:
Means of Verification	Attendance registers for training
Assumptions	Braille material is sufficiently available for training
Calculation type	Number of trainings conducted
Reporting cycle	Annually
Desired performance	Equipping members who are blind, print handicapped and visually impaired to be competent in braille
Indicator responsibility	Senior Manager: Production and Standards

Indicator Number	2.2.5
Indicator Title	Number of externally produced Braille material customised
Definition	Customising of supplier braille titles
Source of data	Production sheet/listing and/or electronic copy of external supplier record
Method of calculation	Completed production record per title
Means of Verification	Production sheets (hardcopy signed and soft electronic copy)
Assumptions	ICT hardware and software working optimally
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Quality customised external braille material (book)
Indicator responsibility	Senior Manager: Production & Standards

Indicator Number	2.2.6
Indicator Title	Number of Indigenous Braille material produced and customised
Definition	Production of Indigenous languages braille books*
Source of data	Production sheet/listing
Method of calculation	Completed production record per title
Means of Verification	Production sheets (hardcopy signed and soft electronic copy)
Assumptions	ICT hardware and software working optimally
Calculation type	Cumulative
Reporting cycle	Monthly and Quarterly
Desired performance	Quality produced/customised indigenous languages braille book
Indicator responsibility	Senior Manager: Production & Standards

SUB-PROGRAMME 2.3: AUDIO PRODUCTION

Indicator Number	2.3.1
Indicator Title	Number of In-house produced SALB Audio books titles
Definition	Production of SALB audio books
Source of data	Production sheet/listing and/or print/electronic copy of book
Method of calculation	Completed production record per title
Means of Verification	Production sheets (hardcopy signed and soft electronic copy)
Assumptions	ICT hardware and software working optimally
Calculation type	Cumulative
Reporting cycle	Monthly and Quarterly
Desired performance	Quality produced audio material (book)
Indicator responsibility	Senior Manager: Production & Standards

Indicator Number	2.3.2
Indicator Title	Number of externally produced Audio book tittles customised
Definition	Customising of externally produced audio book titles
Source of data	Production sheet/listing and/or electronic copy of external supplier record
Method of calculation	Completed production record per title
Means of Verification	Production sheets (hardcopy signed and soft electronic copy)
Assumptions	ICT hardware and software working optimally
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Quality customised external audio material (book)
Indicator responsibility	Senior Manager: Production & Standards

Indicator Number	2.3.3
Indicator Title	Number of Indigenous languages audio books produced and customised
Definition	Production of Indigenous languages audio books*
Source of data	Production sheet/listing
Method of calculation	Completed production record per title
Means of Verification	Production sheets (hardcopy signed and soft electronic copy)
Assumptions	ICT hardware and software working optimally
Calculation type	Cumulative
Reporting cycle	Monthly and Quarterly
Desired performance	Quality produced/customised indigenous languages braille book
Indicator responsibility	Senior Manager: Production & Standards

SUB-PROGRAMME 2.4 : BRAILLE AND ADVISORY STANDARDS

Indicator Number	2.4.1
Indicator Title	Number of tactile books produced
Definition	Producing tactile books for children
Source of data	Sourced content from Publishers and/or in-house concepts
Method of calculation	Completed tactile book
Means of Verification	Production sheets (hardcopy signed and soft electronic copy)
Assumptions	ICT hardware and Software functional (Printers and Embosser functional)
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Quality-produced tactile book
Indicator responsibility	Senior Manager: Production & Standards

Indicator Number	2.4.2
Indicator Title	Number of Braille and Tactile Education Outreach programmes to Schools and or early childhood centres conducted
Definition	Submission of report on Outreach Programmes
Source of data	Correspondence documents, training programme
Method of calculation	Reports on outreach programmes conducted, attendance register, training registration
Means of Verification	Outreach Programme reports submitted
Assumptions	Stakeholder engagement
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Empowering teachers to use Braille and Tactile books for teaching learners to read and write.
Indicator responsibility	Senior Manager: Production & Standards

Indicator Number	2.4.3
Indicator Title	Number of Transcriber's Braille examination administered
Definition	Submission of a report on transcribers Braille examination administered
Source of data	Examination reports
Method of calculation	Annual examination reports
Means of Verification	Annual examination reports
Assumptions	Availability of a suitable examiner and moderator
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Development of Skilled pool of braillists, transcribers and proofreaders
Indicator responsibility	Senior Manager: Production & Standards

Indicator Number	2.4.4
Indicator Title	Number of staff trained on Braille and Tactile books production
Definition	Improved competencies on Braille and Tactile books production for staff
Source of data	Facilitators lesson and attendance register
Method of calculation	Reports on Training sessions held
Means of Verification	Attendance register for training
Assumptions	Braille material is sufficiently available for training
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Sufficient staff members who are skilled in braille and textile
Indicator responsibility	Senior Manager: Production & Standards

PROGRAMME 3: PUBLIC ENGAGEMENT

Indicator Number	3.1.1
Indicator Title	4 x Quarterly reports on marketing initiatives and programmes
Definition	Submission of quarterly Sectional reports on Communication and Public Relations initiatives and programmes
Source of data	Correspondence, reports and activities achieved in the quarter
Method of calculation	Quarterly report to the CEO and Management Team
Means of Verification	Quarterly reports submitted supported by newsletters/articles and relevant documentation
Assumptions	Accessible Communication mediums are reached timeously
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Increased brand awareness and promotion of SALB
Indicator responsibility	PR and Communications Officer

PART E

OVERVIEW OF
BUDGET AND
MTEF ESTIMATES

MTEF Budget Summary

NB: Refer to annexure ENE Budget Explanatory Narrative

R thousand	Approved budget	Medium-term estimate		
	2024/25	2025/26	2026/27	2027/28
Administration	28 962	31 488	33 062	34 259
Business Development	6 225	7 605	8 100	8 358
Total expense	**35 187**	**39 093**	**41 162**	**42 617**

Statement of financial performance	Approved budget	Medium-term estimate		
R thousand	2024/25	2025/26	2026/27	2027/28
Non-tax revenue	**2 150**	**3 144**	**3 194**	**3 269**
Other non-tax revenue	2 150	3 144	3 194	3 269
Transfers received	**33 037**	**35 949**	**37 968**	**39 348**
Total revenue	**35 187**	**39 093**	**41 162**	**42 617**
Expenses				
Current expenses	**34 987**	**38 893**	**40 952**	**42 407**
Compensation of employees	21 885	24 476	25 699	26 777
Goods and services	11 602	12 917	13 680	14 017
Depreciation	1 500	1 500	1 573	1 613
Transfers and subsidies	**200**	**200**	**210**	**210**
Total expenses	**35 187**	**39 093**	**41 162**	**42 617**
Surplus/(Deficit)	**–**	**–**	**–**	**–**

Cash flow direct method	Approved budget	Medium-term estimate		
R thousand	2024/25	2025/26	2026/27	2027/28
Cash flow from operating activities	**2 608**	**15 930**	**(1 268)**	**3 442**
Non-tax receipts	650	650	640	640
Other non-tax receipts	650	650	640	640
Transfers received	36 049	45 333	28 377	39 348
Financial transactions in assets and liabilities	–	994	994	995
Total receipts	**36 699**	**46 977**	**30 011**	**40 983**
Payment				
Current payments	**33 891**	**30 847**	**31 279**	**37 341**
Compensation of employees	21 885	24 476	25 699	26 777
Goods and services	12 006	6 371	5 580	10 564
Transfers and subsidies	**200**	**200**	**–**	**200**
Total payment	**34 091**	**31 047**	**31 279**	**37 541**
Cash flow from investing activities	**–**	**–**	**–**	**–**
Acquisition of property, plant, equipment and intangible assets	–	–	–	–
Acquisition of software and other intangible assets	–	–	–	–
Cash flow from financing activities	**2 200**	**3 000**	**3 000**	**3 136**
Deferred income	2 200	3 000	3 000	3 136
Other flows from financing activities	–	–	–	–
Net increase / (decrease) in cash and cash equivalents	**4 808**	**18 930**	**1 732**	**6 578**

Financial position	Approved budget	Medium-term estimate		
	2024/25	2025/26	2026/27	2027/28
Carrying value of assets	97 400	97 400	97 400	97 400
of which:				
Acquisition of assets	–	–	–	–
Investments	5	5	5	5
Inventory	–	–	–	–
Loans	–	–	–	–
Accrued investment interest	–	–	–	–
Receivables and prepayments	310	310	310	310
Cash and cash equivalents	10 500	10 500	10 500	10 500
Total assets	**108 215**	**108 215**	**108 215**	**108 215**
Accumulated surplus/(deficit)	103 295	103 295	103 295	103 295
Unspent conditional grants and receipts	–	–	–	–
Trade and other payables	2 600	2 600	2 600	2 600
Provisions	2 320	2 320	2 320	2 320
Total equity and liabilities	**108 215**	**108 215**	**108 215**	**108 215**

Notes:

1. The above Income and expenditure are estimated projections over the MTEF term. The Annual MTEF budget submission process will override these estimates.

ANNEXURES

ANNEXURE A:

GOVERNMENT PRIORITIES

	Entity Outcome	Government priorities supported
2.1.1	Audio Book titles added to the catalogue	Priority 1: A capable, ethical and developmental state
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
2.1.2	Braille Book titles added to the catalogue	Priority 1: A capable, ethical and developmental state
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
2.1.3	Tactile Book titles added to the catalogue	Priority 1: A capable, ethical and developmental state
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
2.1.4	Number of Audio indigenous book titles added to the catalogue (Braille and Audio	Priority 1: A capable, ethical and developmental state
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world
2.1.5	Number of braille indigenous book titles added to the catalogue	Priority 1: A capable, ethical and developmental state
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world
2.1.6	Registration of new Library members	Priority 1: A capable, ethical and developmental state
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world
2.1.7	Outreach and membership drive	Priority 1: A capable, ethical and developmental state
		Priority 2: Economic transformation and job creation
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world
2.1.8	Library System: keep abreast of system changes	Priority 1: A capable, ethical and developmental state
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world
2.1.9		Priority 1: A capable, ethical and developmental state

	Entity Outcome	Government priorities supported
	Research and development of current trends in applications	Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world
2.1.10	Coordinating, establishing, maintenance & support of mini library service points	Priority 1: A capable, ethical and developmental state
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world
2.1.11	Circulation of reading material	Priority 1: A capable, ethical and developmental state
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world
2.1.12	Downloading of books from the ABC and related platforms	Priority 1: A capable, ethical and developmental state
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world
2.1.13	National and International Strategic engagement to develop capacity to render Library and Information Service to blind and visually impaired people	Priority 1: A capable, ethical and developmental state
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world
2.1.14	Legal Deposit initiatives established to promote SALB as a Legal depository	Priority 1: A capable, ethical and developmental state
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
2.1.15	PressReader as a platform to enhance equitable access to latest magazines and newspapers	Priority 1: A capable, ethical and developmental state
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world

	Entity Outcome	Government priorities supported
2.2.1	Production of SALB Braille books	Priority 1: A capable, ethical and developmental state Priority 2: Economic transformation and job creation Priority 3: Education, Skills and Health
		Priority 6: Social cohesion and safe communities Priority 7: A better Africa and world
2.2.2	Braille Training material produced and quality controlled	Priority 1: A capable, ethical and developmental state Priority 2: Economic transformation and job creation Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities Priority 7: A better Africa and world
2.2.3	Editing of PressReader magazine to Braille	Priority 1: A capable, ethical and developmental state Priority 2: Economic transformation and job creation Priority 3: Education, Skills and Health
		Priority 6: Social cohesion and safe communities Priority 7: A better Africa and world
2.2.4	BVI members and print handicapped trained on Braille	Priority 1: A capable, ethical and developmental state Priority 2: Economic transformation and job creation Priority 3: Education, Skills and Health
		Priority 6: Social cohesion and safe communities Priority 7: A better Africa and world
2.2.5	Number of externally produced Braille material customised	Priority 1: A capable, ethical and developmental state Priority 2: Economic transformation and job creation Priority 3: Education, Skills and Health
		Priority 6: Social cohesion and safe communities Priority 7: A better Africa and world
2.2.6	Number of Indigenous Braille material produced and customised	Priority 1: A capable, ethical and developmental state Priority 2: Economic transformation and job creation Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities Priority 7: A better Africa and world

	Entity Outcome	Government priorities supported
2.3.1	Production of SALB Audio books	Priority 1: A capable, ethical and developmental state
		Priority 2: Economic transformation and job creation
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world
2.3.2	Customising of supplier Audio titles	Priority 1: A capable, ethical, and developmental state
		Priority 2: Economic transformation and job creation
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world
2.2.3	Production of Indigenous languages Audio books	Priority 1: A capable, ethical and developmental state
		Priority 2: Economic transformation and job creation
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world

	Entity Outcome	Government priorities supported
2.4.1	Production of SALB Tactile books	Priority 1: A capable, ethical and developmental state
		Priority 2: Economic transformation and job creation
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world
2.4.2	Tactile Education Outreach Programmes to schools and/or early childhood centres	Priority 1: A capable, ethical and developmental state
		Priority 2: Economic transformation and job creation
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities'
		priority 7: A better Africa and world
2.4.3	Administration of Braille Transcribers including examination when appropriate	Priority 1: A capable, ethical and developmental state
		Priority 2: Economic transformation and job creation
		Priority 3: Education, Skills and health
		Priority 6: Social cohesion and safe communities Priority 7: A better Africa and world

	Entity Outcome	Government priorities supported
3.1.1	Marketing and promoting the Library's products and services	Priority 3: Education, Skills and Health
		Priority 6: Social cohesion and safe communities
		Priority 7: A better Africa and world

ANNEXURE B:

KEY RISKS

Outcome	Key Risk	Risk Mitigation
Unreliable circulation of reading material to library members	- Unreliability of the postal services - loss of circulated material through post - Courier Costs to a number of registered members	1. Strengthening and marketing of online portal 2. Use of courier services to those members willing to pay for the service 3. Use of DSAC Conditional grant in dispatching devices.
Limited braille material in indigenous languages	Scarcity of skilled braillists in Indigenous Languages	Paying for externally produced material
Diminishing Volunteer Services (External Proof-Readers and Transcribers)	Diminishing pool of Proof-Readers and Transcribers especially in Indigenous Languages	Developing a Proof-Reader and Transcriber development plan. Partnerships with various organisations to enable production of content in Indigenous languages (MoU's etc.)
Diminishing Volunteer Services (External Narrators)	Diminishing pool of Narrators especially in Indigenous Languages	Developing a Narrator development plan. Partnerships with various organisations to enable production of content in Indigenous languages (MoU's etc.)
Unstructured/uncoordinated Braille and Tactile Education Outreach to schools and/or early childhood centres	Dependencies on external Organisations in implementing/facilitating training and outreach	Proactively engaging with interested organisations and use of other communication channels
Limited technology skills on library members	Inability to use vast array of online resources on the website	Skills training on members on how to use and access library resources on the website
Inability for SALB to perform it`s mandate due to limited funding	Lack of financial sustainability: Limited funding	- Diversification of revenue sources. - Maximise of fundraising through partnerships - DSAC conditional grants sustained

ANNEXURE C: MATERIALITY/SIGNIFICANCE FRAMEWORK

Materiality Significance Framework

Important Note: The continued appropriateness of this Framework will be assessed at least annually against SALB (1) Strategic Plan (2) Budget (3) Risk Management Strategy and (4) Fraud Prevention Plan.

1. Background

This document was developed to give effect to the May 2002 amendment to the Treasury Regulations, whereby the following new requirement was set for public entities:

"For purposes of material [sections 50(1), 55(2) and 66(1) of the Public Finance Management Act (PFMA)] and significant [section 54(2) of the PFMA], the accounting authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors." [Section 28.1.5]

Public entities are required to include the Materiality and Significance Framework in the Strategic Plan to be submitted to its Executive Authority. [TR 30.1.3] Furthermore, the Materiality and Significance Framework must be detailed in the public entity's annual report. [TR 28.2.1]

No definitions for the concepts "material" and "significant" are included in either the PFMA or in the Treasury Regulations. Accordingly, in compiling this framework the South African Library for the Blind has sought guidance from, inter-alia International Standards on Auditing 320 (ISA 320) paragraph A2, which indicates the following considerations specific to the public entity when determining materiality:

In the case of a public sector entity, legislators and regulators are often the primary users of its financial statements. Furthermore, the financial statements may be used to make decisions other than economic decisions. The determination of materiality for the financial statements as a whole (and, if applicable, materiality level or levels for particular classes of transactions, account balances or disclosures) in an audit of the financial statements of a public sector entity is therefore influenced by law, regulation or other authority and by the financial information needs of legislators and the public in relation to public sector programs."

Materiality can be based on a number of financial indicators. However guidance in terms of Practice Note on Applications under Section 54 of the PFMA Act No 1 of 1999 dated 13 July 2006, paragraph 3.7 states the following:

"In arriving at acceptable levels of significance, the guiding principles set out below should be applied:

The parameters are derived from the rand values of certain elements of the individual public entity's audited financial statements, as follows:

Elements % range to be applied against rand value

Total Assets 1% - 2%
Total Revenue 0.5% - 1%
Profit after tax 2% - 5%

2.   Broad Framework for South African library for the blind

South African library for the blind will be dealing with this framework under two main categories, being quantitative and qualitative aspects.

2.1   Overall Quantitative materiality

Materiality level

The SALB assesses the level of a material loss as being 1.5% of total revenue as disclosed on the 2023/24 audited financial statements
Total revenue as per the 2023/24 audited financial statements = R40 013 000

Factors considered

In determining the said materiality value of 1.5% of total revenue, SALB took into account factors that include:

Base Amount Consideration

Revenue is considered to be the most appropriate Base amount. Revenue comprises of grants received from Department of Sport, Arts and Culture and self-generated income. Revenue is the most appropriate due to it being the key driver for SALB financial sustainability.

Financial data to be used

The 2023/24 audited financial statements is considered to be the most appropriate financial data to be used in determining the materiality of SALB in compliance with National Treasury's Practice Note.
Reason for 1.5% of total revenue

The SALB elects to give preference to a higher level of materiality due to the following:
- Clean audit for the 2023/24 financial year

Based on the above, SALB has undertaken a conservative approach by assessing the materiality at lower level of materiality in consultation with the Auditor General of South Africa.

Furthermore a lower materiality is considered appropriate due to SALB being closely governed by various acts and the public accountability responsibility it has to its stakeholders.

3. SALB General Approach to Qualitative Aspects

Materiality is not confined to the size of the entity and the elements of its financial statements.

The SALB recognises that misstatements that are large either individually or in the aggregate may affect a "reasonable" user's judgement. Further, misstatements may also be material on qualitative grounds. These qualitative grounds include amongst other:

3.1.1 New ventures that SALB may enter into.

3.1.2 Unusual transactions entered into that are not of a repetitive nature and are disclosable purely due to the nature thereof due to knowledge thereof affecting the decision making of the user of the financial statements.

3.1.3 Transactions entered into that could result in reputational risk to SALB.

3.1.4 Any fraudulent or dishonest behaviour of an officer or staff of SALB

3.1.5 Any infringement of the SALB's agreed performance levels.

3.1.6 Procedures/processes required by legislation or regulation (e.g. PFMA and the Treasury Regulations).

3.1.7 Items of a non-financial nature, which would impact on the continued operation and deliverables of the SALB.

3.1.8 The acquisition or disposal of a significant asset; and

3.1.9 The beginning of a significant business activity.

The SALB further expands on these aspects under Annexure A, to this document.
The policy contained in this framework will be appropriately presented in the Annual Report of the SALB as required.

Definitions and Abbreviations

Accounting Authority: South African library for the blind Council
Executive Authority: Department of Arts and Culture
Entity: South African library for the blind
PFMA: Public Finance Management Act (Act 1 of 1999 as amended by act 29 of 1999)
Treasury Regulations: Public Finance Management Act, 1999: amendment of Treasury Regulations in Terms of Section 76 as published in Government Gazette No. 7372

Annexure A: Detailed/Specific SALB Responses to Requirements

4.1 SALB Response to Fiduciary duties of the Accounting Authority Requirements

The accounting authority must on request, disclose to the executive authority responsible for that public entity or the legislature to which the public entity is accountable, all material facts, including those reasonable discoverable, which in any way influence the decisions or actions of the executive authority or that legislature.

Further/Specific Requirement (PFMA section 5a)	Quantitative (Amount)	Qualitative
None	SALB Response: Any fact discovered of which the amount exceeds the determined materiality figure as calculated under par 2.1	SALB Response: 1. Any item or event of which specific disclosure is required by law 2. Any fact discovered of which its omission or misstatement, in the Council's opinion, could influence the decisions or actions of the executive authority or legislature.

4.2   SALB Response to Annual Report and Financial Statements Requirement

General/Principal Requirement (PFMA section 55) The annual report and financial statements referred to in subsection (1) (d) must (a) fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned

Further/Specific Requirement (PFMA section 5a)	SALB Response: Quantitative	SAST Response: Qualitative
(b) include particulars of: (i) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year: (ii) any criminal or disciplinary steps taken consequence of such losses or irregular expenditure or fruitless and wasteful expenditure; (iii) any losses recovered or written off; (iv) any financial assistance received from the state and commitments made by the state on its behalf; and (v) any other matters that may be prescribed	1. Losses through criminal conduct: any loss identified. 2. Losses through irregular, fruitless, wasteful expenditure: Where combined total exceeds the planning materiality figure used by the external auditors for the year under review.	All identified losses through criminal conduct will be disclosed. Fruitless and wasteful expenditure and financial misconduct

4.3   SALB Response to Information to be submitted by Accounting Authority Requirement

Legislation	Requirement	SALB response
PFMA Section 54 (2)	Information to be submitted by accounting authorities (1) Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its executive authority for approval of the transaction (a) establishment or participation in the establishment of a company; (b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement (c) acquisition or disposal of a significant shareholding in a company (d) acquisition or disposal of a significant asset (e) commencement or cessation of a significant business activity; and (f) a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.	Specific level of significance defined per subsection: • Any transaction to establish a company • Where participation exceeds 20% of voting rights • Any transaction to acquire or dispose of shareholding in a company • The cost of the asset acquired or disposed exceeds 15% of the total cost of assets • Any transaction where the income from or the investment in the business activity exceeds the amount determined in section 2.1 and section 3. • Where the change in the interest results in a change in the accounting treatment of the arrangement

ANNEXURE D: BOARD/COUNCIL CHARTER

SOUTH AFRICAN LIBRARY FOR THE BLIND : BOARD CHARTER

1.   PURPOSE OF CHARTER

The purpose of this document is to set out the mandate, role and functions, duties and responsibilities of Board Members of the South African Library for the Blind (SALB). The Charter is based on the South African Library for the Blind Act No.91 of 1998.

2.   ROLE & FUNCTION OF BOARD MEMBERS

2.1.   The role and function of Board Members is to represent government, users, and the community to ensure that a successful library service is rendered in support of achieving the vision of the Library.

2.2.   The Board is ultimately accountable and responsible to the National Minister of the Department of Sport, Arts and Culture for the performance and affairs of the Library. The Board must therefore retain full and effective control over the Library and give strategic direction to the management of the Library.

2.3.   The Board is also responsible for ensuring compliance with all relevant laws, regulations and generally accepted ethical codes and to oversee the financial stability of the entity, governance of risks, outline the role of the Chairperson, Chief Executive Officer and the role of committees.

2.4.   Ultimately, the Board has a responsibility to the broader stakeholders which include the present and potential beneficiaries

of the Library's products and services, users, service providers and employees, to achieve sustainable Library service focusing on the needs of blind and visually impaired and print handicapped people.

3.   SELECTION AND COMPOSITION OF THE BOARD

3.1.   Board Members shall be selected, appointed, or removed by the Minister, in accordance with the South African Library for the Blind Act 91 of 1998, Clause 6.

3.2.   In terms of the Board composition, the Board may consist of a maximum of 9 members. At least one board member shall be a financial expert. The composition of the Board must reflect diversity of skills and appropriate gender representation, background, race and otherwise.

3.3.   The Chairperson of the Audit and Risk Committee shall be coopted to present the Committee recommendations anytime deemed necessary by the Chairperson guided by the agenda of the meeting.

4. COMMITTEES OF THE BOARD

4.1. The Board may establish sub-committees to assist in the execution of its duties. Each sub-committee shall have the Terms of Reference, and consist of Board Members, members of SALB staff and external professionals with expertise in fields such as Finance, Audit, Risk and Compliance.

4.2. Such sub-committees may take independent professional advice with the consent of the Chairperson at the Library's expense as and when necessary.

4.3. The Board in line with available Library budget should first approve all expenditure related to the performance and function of any committee.

4.4. Expenditure will be according to available budget as planned for in the Strategic Plan of the Library.

4.5. These committees should report regularly to the Board on their activities.

4.6. the committee structure, membership and mandates should be reviewed regularly in accordance with the objective/s set for the committee.

4.7. An (ad-hoc) committee shall be dissolved once the Board is satisfied that it has achieved its mandate or if it does not serve any purpose.

5. BOARD CHAIRPERSON

The Minister will appoint the chairperson of the Board after consultation with Board members as provided in the South African Library for the Blind act 91 of 1998, Clause 8.

6. ORIENTATION OF NEW BOARD MEMBERS

6.1. Board Members have a responsibility to acquaint themselves with their fiduciary duties and responsibilities, as well as with the issues pertaining to the operations and business environment of the Library so that they are able to fulfil their duties.

6.2. To assist them, the Director of the Library will present an orientation programme for new Board Members, which includes background material, meeting staff and senior management and an orientation tour of the library's facilities.

6.3. Further, briefings on relevant matters that may influence the function of the Board and or the Library in general will be done on the discretion of the Board.

7. CONFLICTS OF INTEREST

7.1. A Board Member is disqualified from the Board if he/she is contracting directly or indirectly with the Library.

7.2. Full disclosure of the nature of a Board Member's direct or indirect interest on any matter relating to the South African Library of the Blind is required.

7.3. A register of declarations of interest should be kept.

7.4. A Board Member who applies for a management position within the organisation must first resign as a Board Member before doing so. If the application is unsuccessful, such a Board Member may not be re-appointed to the Board in the current board term.

7.5. Board Members must distinguish between their role as Board Member, i.e., oversight on strategic and executive management matters.

8. SEGREGATION OF ROLES

In the execution of its fiduciary obligation the Board will ensure a segregation of roles between itself (policy) and management (implementation) without abdicating its accountability role as imposed on it by applicable legislation.

9. FIDUCIARY RESPONSIBILITY

All Board Members of the Library carry full fiduciary duties as outlined in the Public Finance Management Act, no.1 of 1999 (as amended), under which the Library is managed.

10. BOARD RELATIONSHIP TO STAFF AND EXTERNAL ADVISORS

10.1. Attendance of non-Board Members at Board meetings:
The chairperson may permit members of the Library staff and outside parties to attend all or part of Board meetings at specific or regular times. The purpose for such attendance is to provide the Board with expert insights to their deliberations or as capacity building for potential Board Members. The Library Director should propose such attendance and should consult the Board before reaching a decision.

10.2. Board access to senior staff and the books and records:
Board Members in consultation with the Chairperson, may consult the Library' Senior Managers (through the Office of the CEO) regarding information about the operations of the organisation, records, documents and property, which they may require for taking informed decisions. Such contact should not be destructive to the business operations of the institution and consultation will take place with the full knowledge of the Chief Executive Officer and the Chairperson of the Board.

10.3. Board access to external experts
The Board may consult external professional experts for advice on any matter deemed fit to the operations and functions of the Library. If such consultation requires funding, the Board must first approve budgetary requirements, in line with the library's budget.

11. SUCCESSION AND EMERGENCY PLANNING

11.1. The chairperson shall determine in consultation with the Chief Executive Officer, a succession plan, before the end of the CEO's term to ensure business continuity.

11.2. Similarly, acting arrangements for when the Chief Executive Officer is away or indisposed should be pre-planned.

11.3. Should the Chief Executive Officer be indisposed for an extended period or indefinitely, the chairperson shall, in consultation with the Board appoint an acting Chief Executive Officer who will act until the vacancy is filled.

11.4. This will be done in line with SALB policies and prescripts around Acting Appointments and Acting and Responsibility allowances.

12. BOARD MEETINGS

12.1. Board meetings shall be held quarterly or as determined by the Board, in accordance with applicable legislation and within available budgets.

12.2. The Board shall make decisions by a majority of votes.

12.3. An attendance record should be kept for all Board meetings.

12.4. The Chairperson, with the assistance of the Chief Executive Officer, shall establish the agenda for each Board meeting and in doing so should consult with other Board Members where necessary. The chairperson should place any item on the agenda that is proposed in writing by a Board Member.

12.5. The Chief Executive Officer shall, with the assistance of the Secretariat, ensure that information and data that is important to the Board's understanding of the business is distributed in writing or in alternative formats before the Board meets.

Board documentation should be sent to the Board Members in advance (7 days before the meeting) so that the Board's meeting time can be conserved, and the discussion time focused on questions the Board has about the material. On those occasions when the subject matter may in the opinion of the chairperson be too sensitive to record, the presentation will be discussed at the meeting.

12.6. Proceedings of all Board meetings and decisions taken, including virtual meetings shall be recorded and the details of which shall remain confidential.

13. QUORUM

The Board meeting shall quorate once attended by five (members) excluding SALB management.

14. SECRETARIAL ROLES/ BOARD SECRETARY

14.1. The Board, assisted by the Chief Executive Officer, is responsible for the selection and appointment of the Secretariat.

14.2. The Board Secretary is responsible for the delivery of secretarial services and adequate Board meeting logistics for the successful running of the Board's business.

14.3. The Board Secretary shall attend all Board and Board Committee meetings to record the proceedings and decisions.

15. RESERVATION OF POWERS

15.1. Except as reserved for in terms of applicable legislation, the Board has unfettered powers to govern the organisation.

15.2. The Board shall adopt a strategic plan for the business. In addition, all material matters reserved for decision by the Minister and the Board, and those powers that have been delegated to management are set out in the Library Delegated Powers document, 2006.

16. RISK MANAGEMENT AND INTERNAL CONTROL

16.1. The CEO/ Director of the Library must submit an annual risk assessment of the Library to the Board.

16.2. The Board must ensure that the assessment is compliant to prevailing policies and guidelines.

16.3. The Board must also ensure that it continually reviews and forms its own opinion on the effectiveness of the risk management process.

17. MONITORING OF OPERATIONAL PERFORMANCE

17.1. The Board should ensure that procedures are in place for monitoring and evaluating the implementation of its strategies, policies and business plans, as a measure of operational performance and management.

17.2. This will be done through the Library's Strategic Plan and the quarterly reporting submitted to the Board for review purposes.

18. PUBLIC COMMUNICATIONS

18.1. Public communications on the affairs of the organisation should normally be dealt with by management.

18.2. The Board, may by exception, decide to communicate directly, in which case only the chairperson or his/her deputy should make such communication.

18.3. An individual Board Member however has fiduciary responsibility to a wide range of stakeholders.

18.4. Where such Board Member is compromised by a serious matter of conscience and feels compelled to make a public communication, he or she should first discuss the matter with the Chairperson and on the Chairperson's advice, with the stakeholder.

18.5. The Board member/s shall always be expected to act in the best interest of the organisation.

19. INTEGRATED SUSTAINABILITY REPORTING

19.1. The Library Board should identify, monitor and guide continuously on the nature and extent of the Library's transformation, ethical, safety, health and environmental management policies and practices.

19.2. This would then be disclosed annually in the Library annual report.

20. CODE OF ETHICS

20.1. The Board shall ensure that the Library is rendering its products and service in line with the agreed upon values of the Library in line with its mission and vision.

20.2. It shall also ensure that principles and standards of ethical business practice in support of such values are adhered to.

20.3. These principles and standards should be communicated to affected stakeholders in applicable formats, and the Board should assume responsibility and accountability to stakeholders for compliance with these.

21. PERFORMANCE EVALUATION

The Board shall oversee the performance evaluation of the organization and the role of the Chief Executive Officer in the fulfillment of his/her mandate.

22. APPROVAL

The Chairperson of the Board must endorse the Board charter to get the Board approval.

Initially Approved

For Review: SALB Board

………………………………….   28 May 2024
Mr X Yekani   DATE
CHAIRPERSON: SALB BOARD