



THE NATIONAL LIBRARY OF SOUTH AFRICA Annual Performance Plan

For the fiscal year

2011 – 2012

28 September 2011

Official sign-off

It is hereby certified that this Annual Performance Plan of the National Library of South Africa for the period 2011/12

- Was developed by the management of the National Library of South African under the guidance of the Board of the National Library of South Africa.
- Takes into account all the relevant policies, legislation and other mandates for which The National Library of South Africa is responsible.
- Accurately reflects the performance targets the National Library of South Africa will endeavour to achieve based on the resources made available in the budget for the 2011/ 12 financial year.

Ms. Thalitha Shongwe

Signature: _____

**Chief Financial Officer
National Library Of South Africa**

Date _____

Mr. John K. Tsebe

Signature: _____

**National Librarian and CEO
National Library of South Africa**

Date _____

Approved by:

Prof. Muxe Nkondo

Signature: _____

Chairperson of NLSA Board

Date _____

**NATIONAL LIBRARY OF SOUTH AFRICA
ANNUAL PERFORMANCE PLAN
1 APRIL 2011 – 31 MARCH 2012**

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**NATIONAL LIBRARY OF SOUTH AFRICA
ANNUAL PERFORMANCE PLAN
1 APRIL 2011 – 31 MARCH 2012**

Part A : Strategic Overview

1. Updated situational analysis

1.1 Performance delivery environment

1.1.1 Objects of the NLSA

(Section 3, National Library of South Africa Act, no 92 of 1998)

The objects of the NLSA and the functions it is required to perform, are of a statutory nature and are prescribed by the National Library of South Africa Act, Act 92 of 1998. The NLSA is vested with a responsibility to contribute to socio-economic, cultural, educational, scientific, and innovation development by collecting, recording, preserving and making available the national documentary heritage and promoting an awareness and appreciation thereof, by fostering information literacy, and by facilitating access to the world's information resources.

1.1.2 Functions of NLSA

(Section 4, National Library of South Africa Act, no 92 of 1998)

The core business of the NLSA is to collect, record, preserve and make accessible all published and unpublished documents emanating from and relating to South Africa. The NLSA primary fields of activity are to:

- build up a complete collection of published documents emanating from and relating to South Africa;
- maintain and extent any other collections of published and unpublished documents with emphasis on documents emanating from or relating to Southern Africa;
- promote optimal management of collections of published documents held in South African libraries as a national resource; and
- supplement the national resource with other selected and relevant library materials;
- record all the documents collected and make the accessible nationally and internationally
- render a national bibliographic service and to act as the national bibliographic agency;

- promote optimal access to published documents nationally and internationally;
- provide reference and information services, nationally and internationally;
- act as the national preservation library as well as and to provide conservation services on a national basis;
- promote awareness and appreciation of libraries as information centers as well as encourage reading of the national published heritage materials in various formats
- promote information awareness, build a culture of reading and offer information literacy to the general public.
- Evaluate, maintain and upgrade the NLSA facilities in order to create a conducive environment for reading, study and research
- Make national library facilities accessible to the general public and ensure equal access to information for all
- Instil the culture of reading, writing and publishing in all official languages in South Africa especially the indigenous languages
- Bridge the digital divide and offer facilities to access electronic information including internet to the general public.

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

- Provide appropriate information products and services
- Provide leadership, guidance and advice to South African library and information services
- Present, in consultation with other library and information services, any relevant issues regarding the sector
- Undertake planning and co-ordination in co-operation with other library and information services
- Undertake research and development for improvement of library and information services

- Establish and maintain beneficial partnerships with local, national and international organisations including library and information services to national access to information world-wide
- Encourage local and international tours of the National library of South Africa on both Campuses, including Centre for the Book.
- Training of new library and information professionals in partnership with universities by offering a platform for experiential learning and internships

The NLSA operates on three sites which complement each other. The main site is the Pretoria Campus which is the largest and functions also as NLSA Head-office. The Cape Town Campus houses the special and rare heritage collections and functions as a research hub used daily by scholars, researchers and the general public. Both sites offer free internet access as well as a wealth of online information available world-wide. NLSA is visited by about 2000 clients daily. The third site is the Centre for the book which also functions as NLSA outreach unit for the promotion of reading, writing and publishing in South Africa.

The activities of NLSA on the three sites contribute towards the achievement of the overall NLSA goals as follows:

Pretoria Campus:

Reference and information services	Legal Deposit
Document delivery	Information Communication and Technology
Bibliographic services	Training
Collection Management	Preservation
International Standard Number Agency	
Foreign Official Publications	Map collection

Cape Town Campus

Reference and Information Services	Training
Digitisation	Research
Document delivery	Preservation
Special and Rare collections	Legal Deposit

Centre for the Book

Outreach unit to general public

Promotion of reading, writing and publishing

Training of writers and publishers

Identify and develop young writers

1.2 Organisational delivery environment

Since opening the doors of its new building in Pretoria, the demands on the services of the NLSA have increased dramatically. Unfortunately the staff did not increase and it is sometimes difficult to deliver fully on the NLSA mandate. The newly approved organogram shows a number of vacancies which needs to be filled. Additional funding of 10.58 million was received from the Department of Arts and Culture for MTEF period 2011/2012 to improve the staffing situation and open new services for the Pretoria Campus. Thirty eight new positions were identified by NLSA Management as critical positions to be filled during the 2011/2012 financial year. The amended organogram was approved by the NLSA Board on the 23 February 2011.

The NLSA is the only national library in the country and offers unique services which cannot be offered elsewhere. This requires experienced and competent librarians to do the work which is based on international standards which are developed by the NLSA in collaboration with other national libraries of the world. Unfortunately the NLSA is unable to attract and retain competent staff needed because of the salaries which are not competitive with other libraries in the country. Job evaluations were done using the Equate system used in the public sector. The Board approved the move of the NLSA to the Equate system since NLSA is funded by government. Letters were submitted to the Department of Arts and Culture requesting about R11 million to implement the Equate System and to harmonise NLSA conditions of service with that of the Public Service.

The NLSA has 245 posts on its establishment but only 160 have been filled. The 38 critical posts to be filled during this financial year will increase positions filled to 198 with 47 vacancies. These vacancies are not budgeted for due to inadequate budget.

2. Revisions to legislative mandate

There have been no changes to the legislative mandate of the NLSA.

3. Overview of 2011-2012 budget and NLSA estimates

3.1 Expenditure Estimates

A detailed one-year budget for the 2011/12-year is included in **Appendix A**.

The NLSA budget cycle starts in April each year. The departmental and project budgets are compiled by the Programme Executives (Heads of the Departments) based on the activities and projects planned for the budget year as well as the forecast figures for the current financial year and the comparative figures for the previous two years. The CFO compiles the first draft of the budget after receiving all the input and the final DAC allocations for the MTEF period. The NLSA Management meet to agree on the distribution of the budget throughout all the operational units. The final budget is based on the highest priorities identified and agreed upon by NLSA Management. Since this is a shoe-string budget the identified highest priorities are based on the special needs of the NLSA as mandated by the legislative framework. Based on the needs identified, the CFO prepares the budget assumptions and priorities for submission to the Finance Committee in February. After the assumptions and priorities of the budget have been approved by the Finance Committee and their recommendations or corrections done, the budget is tabled to the Board in February for approval. The final budget is discussed with the Heads of Departments before it is submitted to the Board for final approval.

3.2 Relating expenditure trends to strategic outcome goals 2011/2012

Total personnel cost for core programmes	31,295,360
Total personnel cost for support functions	13,873,440
Total personnel cost for NLSA staff	45,168,800

Percentage of core programmes' personnel cost to total salary bill	69%
Percentage of support functions' personnel cost to total salary bill	31%
	100%

Total running cost excluding personnel cost	23,232,000
Total personnel cost (core programmes & support functions)	45,168,800
Total projected expenditure (overall)	68,400,800

Percentage of total personnel cost to total projected expenditure	66%
Percentage of running cost to total projected expenditure	34%
	100%

Total cost for support functions including personnel cost	26,601,080
Total cost for core programmes including personnel cost	41,799,720
Total projected expenditure (overall)	68,400,800

Percentage of core programmes' cost to total cost	61%
Percentage of support functions' cost to total cost	39%
	100%

3.3 Materiality and Significance Framework

Appendix C identifies the National Library of South Africa materiality framework for the period 1 April 2011 – 31 March 2012. The National Library of South Africa assesses the level of material loss at 0.30% of grants received and interest income or in the case where expenditure/income/assets deviated by 25% from the previous year but still not material in value, such items will also be seen as significant or reporting, where such deviation exceeds the amount of R25 000.00.

APPENDIX A
2011/2012 BUDGET

2011/2012

PROJECTED INCOME

1. OFFICE OF THE NATIONAL LIBRARIAN	21
	100
	21
1.1 Sundry Operational Income	100
	170
2. ADMINISTRATION: PRETORIA	400
	109
2.1 Telephone Recoveries	400
	61
2.2 Parking	000
	106
3. ADMINISTRATION: CAPE TOWN	300
	48
3.1 Telephone Recoveries	800
	57
3.2 Parking	500
	1 930
4. FINANCE	200
	1 857
4.1 Interest Income	800
4.2 Discount Received	-
4.3 Commission on Salary Deductions	16
	500
	55
4.4 Sundry Income	900
	84
5. HUMAN RESOURCES	100
	84
5.1 Sundry Income (Bursary Recoveries)	100
	181
5. PRESERVATION SERVICES	400
	95
5.1 Microfilm Sales	000
	61
5.2 Imaging & Photography	400

5.3 Sundry Income (Deacidification Project)	25 000
	242
6. BIBLIOGRAPHIC SERVICES	600
	135
6.1 ISAP	800
	106
6.2 Marc Office	800
	177
7. INFORMATION SERVICES	500
	-
7.1 Internet Café	163
7.2 Photocopy Sales	800
	13
7.3 Reference Info Database	700
	110
8. DOCUMENT SUPPLY	400
	22
8.1 National Document Supply	200
8.2 International Document Supply	39 700
	48
8.3 Interlending Memberships	500
	15
9. DEVELOPMENT & MARKETING	900
	15
9.1 Publications Sales	900
	200
10. INFORMATION & COMMUNICATION TECHNOLOGY	000
	200
10.1. Sundry Operational Income	000
	745
10. CENTRE FOR THE BOOK	500
	308
10.1 Parking Income	400
	244
10.2 Sundry Income	400
	192
10.3 Venue Hire	700

	64 415
11. GOVERNMENT GRANT	400
	<hr/>
	58 360
11.1 Govt Grant	000
11.2 Conditional Grant (Community Libraries)	-
	6 055
11.3 Deferred Income Realised	400
	<hr/>
	68 400
TOTAL PROJECTED INCOME	800
	<hr/> <hr/>
% Increase of Govt Grant over the years	
 PROJECTED EXPENDITURE	
 12. NLSA BOARD & COMMITTEES	243
	000
	<hr/>
	243
12.1 Administrative Expenses	000
	<hr/>
	3 010
13. NATIONAL LIBRARIAN/CEO	200
	<hr/>
	552
13.1 Administrative Expenses	700
	21
13.2 Consumable Expenses	900
	2 325
13.5 Personnel Expenses	600
	110
13.6 Operating Expenses	000
	<hr/>
14. DEPUTY NATIONAL LIBRARIAN	1 720
	900
	<hr/>
	175
14.1 Administrative Expenses	400
	3
14.2 Consumable Expenses	000
	1 532
14.3 Personnel Expenses	500
	10
14.4 Operating Expenses	000
	<hr/>
15. ADMINISTRATION: PRETORIA	5 929
	900
	<hr/>
15.1 Administrative Expenses	521

	800
	155
15.2 Consumable Expenses	400
15.3 Property, Plant, & Equipment Related Expenses	83 700
	2 023
15.4 Personnel Expenses	800
	3 145
15.5 Operating Expenses	200
	<hr/>
16. ADMINISTRATION: CAPE TOWN	2 520
	600
	<hr/>
	227
16.1 Administrative Expenses	000
	96
16.2 Consumable Expenses	200
15.3 Property, Plant, & Equipment Related Expenses	58 200
	515
16.4 Personnel Expenses	700
	1 623
16.5 Operating Expenses	500
	<hr/>
	5 718
17. FINANCE	800
	<hr/>
	170
17.1 Administrative Expenses	600
	16
17.2 Consumable Expenses	700
	4 569
17.3 Personnel Expenses	900
	961
17.4 Operating Expenses	600
	<hr/>
	2 520
18. HUMAN RESOURCES	700
	<hr/>
	53
18.1 Administrative Expenses	400
	4
18.2 Consumable Expenses	200
	1 662
18.3 Personnel Expenses	500
	800
18.4 Operating Expenses	600
	<hr/>
	7 026
19. INFORMATION & COMM TECHNOLOGY	800

	127
19.1 Administrative Expenses	400
	8
19.2 Consumable Expenses	900
19.3 Computer Software, Hardware & Licences	2 360
	000
	3 106
19.4 Personnel Expenses	300
	1 424
19.5 Operating Expenses	200
	<hr/>
20. DEVELOPMENT & MARKETING	1 680
	200
	<hr/>
	262
20.1 Administrative Expenses	300
	97
20.2 Consumable Expenses	900
	1 065
20.3 Personnel Expenses	000
	255
20.4 Operating Expenses	000
	<hr/>
	4 972
21. BIBLIOGRAPHIC SERVICES	700
	<hr/>
	76
21.1 Administrative Expenses	200
	12
21.2 Consumable Expenses	300
	4 877
21.3 Personnel Expenses	400
	6
21.4 Operating Expenses	800
	<hr/>
	3 655
22. CENTRE FOR THE BOOK	500
	<hr/>
	156
22.1 Administrative Expenses	100
	27
22.2 Consumable Expenses	000
	2 799
22.4 Personnel Expenses	200
	673
22.5 Operating Expenses	200
	<hr/>
	7 619
23. COLLECTION MANAGEMENT	000
	<hr/>
	121
23.1 Administrative Expenses	000

23.2 Consumable Expenses	9 700
	5 818
23.3 Personnel Expenses	300
	1 670
23.4 Operating Expenses	000
	1 744
24. DOCUMENT SUPPLY	900
	84
24.1 Administrative Expenses	300
	41
24.2 Consumable Expenses	300
	1 614
24.3 Personnel Expenses	300
	5
24.4 Operating Expenses	000
	8 320
26. INFORMATION SERVICES	000
	68
26.1 Administrative Expenses	000
	51
26.2 Consumable Expenses	100
	8 168
26.4 Personnel Expenses	800
	32
26.5 Operating Expenses	100
	5 893
27. PRESERVATION SERVICES	300
	114
27.1 Administrative Expenses	600
	102
27.2 Consumable Expenses	900
	5 089
27.3 Personnel Expenses	500
	586
27.4 Operating Expenses	300
	5 824
28. SPECIAL PROJECTS	300
28.1 Conditional Grant Expenses (Community Libraries)	5 824
	300
	68 400
TOTAL PROJECTED EXPENDITURE	800

APPENDIX B
2011/12 PERFORMANCE TARGETS

APPENDIX B – STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS AND TARGETS FOR 2011/12

Collection Management

Strategic Outcome Orientated Goal 1:		To build a complete collection of published and unpublished documents emanating from and relating to South Africa			Budget:			
Strategic Objective 1.1:		To collect all publications emanating from south Africa through legal deposit						
OBJECTIVE STATEMENT	OUTPUT/ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	
1.1.1	To identify and collect all new titles (print and non print media) published in South Africa	To liase with ISBN and ISSN office to obtain a list of new titles	Number of new serial titles collected.	102	50	50	50	50
			Number of new titles (monographs) collected on legal deposit	10608	2652	2652	2652	2652
Strategic Objective 1.2:		Encourage publishers and authors to deposit new publications and to create awareness about Legal Deposit						
OBJECTIVE STATEMENT	OUTPUT/ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	
1.2.1	Ongoing training on legal deposit to publishers to create awareness about Legal Deposit Act.	To organise publishers' workshops/ seminars and official publications depositories consultation meetings.	Number of seminars/workshops held	1			1	
			Number of official publications depositories consultation meetings convened	1			1	

Strategic Objective 1.3:		Selection and acquisition of relevant library material		Budget: R1,000,000.00				
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	
1.3.1	To identify, select and purchase relevant material based on allocated budget	To acquire/purchase new material based on budget allocated and record the new titles from South- and Southern Africa	Commit/spend 100% of the allocated book budget for the current financial year	100% of allocated budget	15 %	20%	40%	25%
			Number of new items received	2730	683	683	683	683
Bibliographic Services								
Strategic Outcome Orientated Goal 2:		Render South African bibliographic services						
Strategic Objective 2.1:		Provide bibliographic access to material published in South Africa						
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	
2.1.1	Catalogue legal deposit material	To create bibliographic records	Number of items received on legal deposit catalogued	5213	3,500	3,500	3,500	3,500
Strategic Objective 2.2:		Accomplish bibliographic control of the South African documentary heritage.						
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	

2.1.2	To accomplish bibliographic control of printed and electronic material published in South Africa.	To allocate standard numbers to documents published in South Africa To create authority records	Number of International Book Numbers allocated Number of International Serial Numbers allocated 24 hours turnaround time Number of records created	3985 24hrs 3955	996 24hrs 990	996 24hrs 990	996 24hrs 990	996 24hrs 990
Strategic Objective 2.3:			Accomplish bibliographic control of the South African documentary heritage.					
OBJECTIVE STATEMENT	OUTPUT/ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	
2.1.3	To provide bibliographic access to material published in South Africa.	To produce and create index records of periodical articles	Number of records contributed	25666	6,416	6,416	6,416	6,416

Document Supply

Strategic Outcome Orientated Goal 3:			Facilitate optimal access to published documents, nationally and internationally					Budget:	
Strategic Objective 3.1:			Provide a national Interlibrary Loan Service						
OBJECTIVE STATEMENT	OUTPUT/ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS					
				Q1	Q2	Q3	Q4		
3.1.1	To supply and request documents nationally and provide tele-holdings to libraries not on-line	To supply interlending requests nationally.	Number of requests received Number of items supplied Turn around time to deliver a requested item Number of holdings supplied	1338 610 24 hours 79	334 152 24 hours 20	334 152 24 hours 20	334 152 24 hours 20	334 152 24 hrs 20	

Strategic Objective 3.2:		Provide an international Interlibrary Loan Service						
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	
3.32	To supply and request documents internationally.	Facilitate access for local clients to documents internationally.	Number of requests received from local libraries.	306	76	76	76	76
		To fulfil interlending requests by foreign libraries	Number of items received from foreign suppliers	240	60	60	60	60
			Number of requests received from international borrowers	137	34	34	34	34
		Number of items supplied	50	50	50	50	50	
Strategic Objective 3.3:		Southern African Interlending Scheme (SAIS)						
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	
3.3.1	To maintain and develop the South African Interlending Scheme (SAIS)	To administrate and maintain the SAIS address list.	Number of membership libraries	580	60	60	60	60
		To train	Number of training circulars		0	1	1	1

		libraries on interlending service	distributed to libraries.	3				
Information Services								
Strategic Outcome Orientated Goal 4:			To provide reference and information services, nationally and internationally		Budget:			
Strategic Objective 4.1:			To assist clients with their information needs					
OBJECTIVE STATEMENT		OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS			
					Q1	Q2	Q3	Q4
4.1.1	Fulfilling user requests by providing value added	To provide answers to reference questions from	Number of reference queries satisfied.	41796	10450	10450	10450	10450

	repackaged material.	the general public as well as via e-mail, fax, post and telephone.	Turn- around time to fulfil reference queries is 24 hours.	24 hours	24 hours	24 hours	24 hours	24 hours
Strategic Objective 4.2:			To provide access to published and unpublished materials					
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	
4.2.1	Retrieve and make material available within the bounds of Copy Right Act	Materials from the NLSA collections retrieved for general public	Number of items retrieved for use	123690	30000	30000	30000	30000
			Number of copies made	263716	65929	65929	65929	65929
Strategic Objective 4.3:			To equip clients with basic skills for searching information					
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	
4.3.1	Provide formal and informal training to public on how	Public trained in basic information retrieval and	Number of information literacy sessions conducted	1080	270	270	270	270

	to access information	searching skills	Number of clients who attended literacy sessions	703	170	170	170	170
Preservation Services								
Strategic Outcome Orientated Goal 5:			Preservation of South African published heritage	Budget:				
Strategic Objective 5.1:			Provide suitable storage and accommodation for collections in a safe environment					
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	
5.1.1	Provide proper accommodation and optimal storage conditions in line with recognised preservation policies, standards and disaster planning practices.	To maintain the collections of the NLSA under optimal climate conditions	Achieve standard temperature and humidity requirements in book stacks	Humidity: 45-60% Temp. Under 20° C	Humidity: 45-60% Temp. Under 20° C	Humidity: 45-60% Temp. Under 20° C	Humidity: 45-60% Temp. Under 20° C	Humidity: 45-60% Temp. Under 20° C
		To prevent and manage library disasters	Train library disaster teams	20 staff members	5	5	5	5

Strategic Objective 5.2:		Apply techniques and methods of preserving library materials						
OBJECTIVE STATEMENT		OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS			
					Q1	Q2	Q3	Q4
5.2	Preserve and treat collections by way of restoration, binding, de-acidification and digitisation	To provide services by specialist conservation staff	Number of damaged books treated	420	105	105	105	105
		Create digital records for both preservation and access purposes	Number of pages/images digitised	1,200	300	300	300	300
		De-acidification: treatment of books to prevent paper deterioration	Number of books de-acidified	10,000	2,500	2,500	2,500	2,500

Strategic Outcome Orientated Goal 6:		Act as National and Regional Preservation Library			Budget:			
Strategic Objective 6.1:		Promote and develop preservation efforts in South African libraries						
OBJECTIVE STATEMENT	OUTPUT/ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	
6.1.1	To promote and develop preservation principles and knowledge in the Library and Information profession of South and Southern Africa	Develop and maintain a National and regional Preservation Office	Number of library workers participating in preservation training / workshops	80	20	20	20	20
			Number of contacts established with Libraries in Southern Africa	5	1	1	1	1
			Number of regional Preservation and Conservation symposia organised for Southern Africa	1	0	0	0	1

Centre for the Book								
Strategic Outcome Orientated Goal:7		Promote a culture of reading, writing and publishing in South Africa						
Strategic Objective 7.1		Promote reading in South Africa						
OBJECTIVE STATEMENT		OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS			
					Q1	Q2	Q3	Q4
7.1.1	To develop and promote a culture of reading in all South African languages.	To organise events to promote reading	Number of events	5	1	2	1	1
		To donate books to children and adults in rural areas.	Number of books donated	5,200	1,300	1,300	1,300	1,300
		To organise book clubs	Number of book clubs established	7	2	2	2	1
		To participate in national and international activities to promote reading	Number of events participated in	4	1	1	1	1
		To reprint African classics	Number of titles reprinted.	19	5	5	5	4
Strategic Objective7.2:		Promote writing in South Africa						
OBJECTIVE STATEMENT		OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS			
					Q1	Q2	Q3	Q4
7.2.1	To develop and support new writers and illustrators	To organise workshops for writers and illustrators	Number of workshops	4	1	1	1	1
			Number of attendees	87	22	22	22	22
		To provide space and resources for writers to practice their skills	Number of training sessions	50	12	12	12	12
			Number of writes attending sessions	137	35	35	35	35

Strategic Objective 7.3:		Promote publishing in South Africa						
OBJECTIVE STATEMENT		OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS			
					Q1	Q2	Q3	Q4
7.3.1	To develop and support new publishers	Community Publishing Grants for book publishing	Number of grants allocated	23	6	6	6	6
			Number of books published	8	2	2	2	2
		Workshops for reviewers, proofreaders and editors	Number of workshops	1	0	0	1	0
			Number of workshop attendees	27	0	0	27	0

Information and Communication Technology

Strategic Outcome Orientated Goal :8		Manage, Support and Enhance the ICT services and infrastructure of the National Library of South Africa and its affiliates		Budget:				
Strategic Objective 8.1:		Providing, Maintaining and Developing Systems that support core services within NLSA.						
OBJECTIVE STATEMENT	OUTPUT/ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	
8.1.1	To provide, maintain and develop an ICT infrastructure that support NLSA strategic objectives.	Increase bandwidth capacity	2MB				2MB	
		To provide a high speed bandwidth at the NLSA						
		To maintain and Support all the existing systems at the NLSA	Number of ICT support queries responded to	1200	300	300	300	300
		To maintain an updated website	Phase 1: Acquisition of a webserver Phase 2: A new website to be redesigned.	1		1		1
				1				
		To provide infrastructure for NLSA e-repository	Acquisition of a new server.	1		1		
		To maintain working laptop	Number of laptops to be replaced	9				9
		To develop web-based products and services for the NLSA	Number of web-based services developed	2				2
	To align ICT infrastructure across NLSA	Installation of video-conference facility at Center for the Book.	1				1	

Strategic Objective 8.2:			Securing ICT infrastructure and ensuring business continuity					
OBJECTIVE STATEMENT		OUTPUT/ ACTIVITY	ANNUAL TARGET	QUARTERLY TARGETS				
				Q1	Q2	Q3	Q4	
8.2.1	To secure ICT infrastructure and business continuity	To implement security measures on the desktops	Number of desktops to be fitted with security detectors	300	0	0	150	150

Development and Marketing								
Strategic Outcome Orientated Goal 9:		Promote NLSA as a custodian of the national documentary heritage		Budget:				
Strategic Objective 9.1:		Enhance the visibility of the NLSA						
OBJECTIVE STATEMENT		OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS			
					Q1	Q2	Q3	Q4
9.1.1	To promote activities of NLSA in order to enhance its profile nationally and internationally	To promote through exhibitions, brochures, newsletters and the website.	Number of events	4	1	1	1	1
		To support and celebrate national and international commemoration days.	Number of events	10	3	3	2	2
		To engage with media to enhance the profile of the NLSA and to market its activities.	Number of media coverage	4	1	1	1	1
		Production of corporate publications.	Number of items produced.	6	1	1	3	3

Strategic Objective 9.2:		Stakeholder Management						
OBJECTIVE STATEMENT		OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS			
					Q1	Q2	Q3	Q4
9.2.1	To obtain funding for special NLSA projects	To prepare funding proposals to donors.	Number of proposals submitted to donors	2	0	0	1	1
			No of reports submitted to donors Amount of actual funding received.	R2 million	0	0	1	1
Human Resources								
Strategic Outcome Orientated Goal 10:		Attract and retain services of suitably qualified individuals				Budget:		
Strategic Objective 10.1:		Build workforce capacity through consistent Performance Management						
OBJECTIVE STATEMENT		OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS			
					Q1	Q2	Q3	Q4
10.1.1	To adopt and implement a revised Performance Management system	To implement a new performance management system	All employees' performance measured according to a new system	All qualifying employees	x	x	x	x
Strategic Objective 10.2:		Enhance Career development						
OBJECTIVE STATEMENT		OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS			
					Q1	Q2	Q3	Q4
10.2.1	Fill critical position	Advertise and appoint suitably qualified staff	Fill 38 critical positions	38	10	10	10	8

Finance									
Strategic Outcome Orientated Goal 11:		Ensure sound financial management and compliance with legislation requirements			Budget:				
Strategic Objective 11.1:		Implement sound financial internal controls and supply chain management practices and accurate financial reporting							
OBJECTIVE STATEMENT		OUTPUT/ACTIVITY	ERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS				
					Q1	Q2	Q3	Q4	
11.1	Implement sound and efficient financial internal controls and systems	Revised financial policies and procedures	Approved revised financial policies and procedures by the Fin Comm and Board	February 2012				X	
		Financial procedures manual	Approved financial procedures manual by the Fin Comm and Board	February 2012				X	
		Proper record keeping to ensure accurate financial information to support financial reports	Filing system that is easy to access and updated and backed up financial data on Pastel and VIP	February 2012				X	
		Revised supply chain management policies and procedures	Approved revised supply chain management policies and procedures by the Fin Comm and Board	February 2012				X	
11.2	Implement sound supply chain management practices	Prepare NLSA annual budget and MTEF in line with MTEF guidelines	Approved budget by Fin Comm and Board					X	
11.3	Prepare regular, accurate and complete financial reports	Prepare monthly, quarterly and annual financial reports in line with PFMA and TR	Monthly management financial reports	01 by 28 Feb	20/4,20/5.20/6	20/7,20/8,20/9	20/10,2011,20/12	Jan, Feb, March	
			Quarterly reports for NLSA and Conditional Grant to DAC	20 th of following month	30/4	30/7	30/10	30/1	
			Clean audit report on annual financial statements and , AFS Treasury template	4 by 30 th July, Oct, Jan and April				31/7	
			Submit MTEF and Treasury ENE templates	July after fin year end		X		X	
				Aug and Dec after fin year					

Office of the National Librarian, Deputy National Librarian								
Strategic Outcome Orientated Goal 12:		Provide leadership, guidance and advice to South African libraries and information services			Budget:			
Strategic Objective 12.1:		Collaborate and cooperate with other libraries and organisations						
OBJECTIVE STATEMENT		OUTPUT/ACTIVITY	PERFORMANCE INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS			
					Q1	Q2	Q3	Q4
12.1.1	Build and maintain partnerships nationally and internationally.	To serve on relevant committees which deal with library issues nationally and internationally	Number of national and international committees NLSA serves in	2 national committees	2			
			2 international committees	2				
			Number of meetings attended	12	3	3	3	3
12.1.2	Promote the development of Library and Information Services in South Africa	Manage and support four of the conditional grant projects to develop libraries in South Africa	<ul style="list-style-type: none"> Quarterly reports submitted to DAC 	4	x	x	x	x

APPENDIX C
MATERIALITY AND SIGNIFICANCE FRAMEWORK

MATERIALITY AND SIGNIFICANCE FRAMEWORK

Audit Committee approved: 27 July 2011

National Library Board approved: 28 July 2011

Materiality and Significance Framework: 2011/2012

Process/Function:	<i>Governance/Executive Authority Reporting</i>
Effective Date:	<i>01/04/2011</i>
Version:	<i>6.00</i>
Division	<i>Finance</i>
Divisional Manager	<i>Acting Head Finance, NLSA: Thalitha Shongwe</i>
Signature:	
CEO	<i>John Tsebe</i>
Signature:	
For Approval by:	<i>National Library of South Africa Audit Committee</i>
Designation:	<i>Chair of the Audit Committee: Kwena Estherne Moloko</i>
Signature:	
For Approval by:	<i>National Library of South Africa Board</i>
Designation:	<i>Board Chair: Prof GM Nkondo</i>
Signature:	
Approval Date:	

Important Note: The continued appropriateness of this Framework will be assessed at least annually against National Library of South Africa's (NLSA) (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 55(2) 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.”

[TR 28.3.1]

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]

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 Library has sought guidance from, inter-alia SAAS 320.03 (published by the South African Institute of Chartered Accountants), which defines materiality as follows:

“Information is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial statements. Materiality depends on the size of the item or error judged in the particular circumstances of its omission or misstatement. Thus, materiality provides a threshold or cut-off point, rather than being a primary qualitative characteristic which information must have if it is to be useful.”

Further guidance was drawn from SAAS 320.17 for a public sector perspective: The following SAAS guidance is pertinent to the Library:

“In an audit of financial statements in the public sector, the auditor’s assessment of materiality may be influenced by the public accountability of the audited entity, and the sensitivity of the entity’s accounts, activities and functions regarding matters of public interest.”

The reference to “economic” decisions (SAAS 320.03 above) is therefore assessed as not being conclusive or wholly appropriate to a public entity such as the National Library of South Africa.

05. Further, materiality can be based on a number of financial indicators. Detailed below is a table of financial indicators of the types that are widely accepted in the accounting profession as basis for calculating materiality.

General Basis used in accounting profession	Acceptable Percentage Range	NLSA Applicability
Gross Revenue	0.25 – 1%	Applicable; being grants received, income generated and interest earned
Net Surplus	2.5 – 10%	Applicable; being excess of

General Basis used in accounting profession	Acceptable Percentage Range	NLSA Applicability
		income over operating and capital expenditure.
Equity	2 – 5%	Not Applicable
Total assets	0.5 – 2%	Applicable; being fixed assets and book collections

2. Broad Framework for National Library

NLSA will be dealing with this framework under two main categories, being quantitative and qualitative aspects.

Quantitative aspects

Materiality level

The Library assesses the level of material loss at 0.30% of grants received and interest income.

Or

In the case where expenditure / income / assets deviated by 25% from the previous year but still not material in value, such items will also be seen as significant or reporting, where such deviation exceeds the amount of R25 000.00.

Motivation

It is recognised that different levels of materiality can be set for different classes of transactions. NLSA has, however, taken the approach of setting a more conservative materiality level that will be used for all classes of transactions.

Factors considered

In determining the said materiality value as 0.30% of gross grant plus investment income, NLSA took into account factors that include:

Nature of NLSA's business.

Revenue: Funding for the Library primarily comprises grants received from the Department of Arts and Culture; together with interest earned on investments in deposit accounts, and income generated from the sale of products and services.

Expenditure: The NLSA is tasked to collect, and preserve the published documentary heritage and to make it available to the nation. The NLSA therefore prefers using revenue as a basis to define the level of materiality.

Statutory requirements applicable to the NLSA.

NLSA is a public entity funded by the Department of Arts and Culture; its establishment having been in terms of the National Library of South Africa Act, Act 92 of 1998.

The Library is listed as a PFMA Schedule 3A public entity.

The Board of the Library is required to execute the mandate in terms of the National Library of South Africa Act.

The Library accordingly elects to give preference to a lower level of materiality (i.e. closer to the lower level of the acceptable percentage range) due to it being so closely governed by various acts and the public accountability responsibility it has to stakeholders.

The control and inherent risks associated with NLSA.

In assessing the control risk of the NLSA, it was concluded that a materiality level of 0.5% of revenue is appropriate and prudent. This assessment is based on the fact that a sound control environment is being maintained. In this regard cognisance was taken of, among other matters:

Proper and appropriate governance structures have been established that include the Board, the Chief Executive Officer, the Chief Financial Officer, the Audit Committee, the Finance Committee and the Management Team.

The Audit Committee monitors internal controls and risks.

The function of internal audit was outsourced to a firm of professional internal auditors; and

A three year Internal Audit Coverage Plan, based on annual risk assessments is performed. This is reviewed annually and agreed by the Audit Committee.

External audit is conducted annually by the Office of the Auditor General.

NLSA General Approach to Qualitative Aspects

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

The National Library 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 among other:

New ventures that NLSA may enter into.

Once-off transactions or events of a non-repetitive nature are disclosed by nature of its effect on the interpretation of the financial statements.

Transactions entered into that could result in reputational risk to NLSA.

Any fraudulent or dishonest behaviour of an officer or staff of NLSA.

Any infringement of the NLSA’s agreed performance levels.

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

Unauthorised, irregular or fruitless and wasteful expenditure.

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

The Library 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 Library as required.

Definitions and Abbreviations

Accounting Authority:	Board of the National Library of South Africa
Executive Authority:	Minster of Department of Arts and Culture
Entity:	National Library of South Africa
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 NLSA Responses to Requirements

4.1 NLSA Response to Fiduciary duties of the Accounting Authority Requirements

<p>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 reasonably discoverable, which in any way influence the decisions or actions of the executive authority or that legislature.</p>		
<p><u>Further/Specific Requirement (PFMA section 55(1)(a))</u></p>	<p><u>Quantitative (Amount)</u></p>	<p><u>NLSA Response: Qualitative</u></p>
<p>None</p>	<p><u>NLSA Response:</u> Any fact discovered of which the amount exceeds the determined materiality figure as calculated under par 2.1</p>	<p><u>NLSA Response:</u> 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 Board’s opinion, could influence the decisions or actions of the Executive Authority or legislature.</p>

4.2 NLSA Response to Annual Report and Financial Statements Requirement

<p><u>Further/Specific Requirement (PFMA section 55 (2))</u></p>	<p><u>NLSA Response: Quantitative</u></p>	<p><u>NLSA Response: Qualitative</u></p>
<p>(b) include particulars of:</p> <p>(i) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year:</p> <p>(ii) any criminal or disciplinary steps taken consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;</p> <p>(iii) any losses recovered or written off;</p> <p>(iv) any financial assistance received from the state and commitments made by the state on its behalf; and</p> <p>(v) any other matters that may be prescribed.</p>	<p>1. Losses through criminal conduct: any loss identified.</p> <p>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.]</p>	<p>All identified losses through criminal conduct will be disclosed.</p>

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

<p><u>General/Principal Requirement (PFMA section 54)</u> Before a public entity concludes any of the following transactions, the Accounting Authority for the public entity must promptly and <u>in writing</u> inform the relevant <u>Treasury</u> of the transaction and submit relevant particulars of the transaction to its <u>Executive Authority</u> for approval of the transaction:</p>		
<p><u>Further/Specific Requirement (PFMA section 54(2))</u></p>	<p><u>NLSA Response: Quantitative</u></p>	<p><u>NLSA Response: Qualitative</u></p>

(b) participation in a <u>significant</u> partnership, library, unincorporated joint venture or similar arrangement.	Qualitative aspect is more relevant	Any participation, <u>outside of the approved strategic plan and budget.</u>
(c) acquisition or disposal of a <u>significant</u> shareholding in a company.	Qualitative aspect is more relevant	Any acquisition or disposal, <u>outside of the approved strategic plan and budget.</u>
(d) acquisition or disposal of a <u>significant</u> asset.	Qualitative aspect is more relevant	<p>1. Any asset that would increase or decrease the overall operational functions of the Library, <u>outside of the approved strategic plan and budget.</u></p> <p>2. Disposal of property in terms of Regulations 5, 6 and 7, Chapter III of the Regulations to the National Library of South Africa Act.</p>
(e) Commencement or cessation of a <u>significant</u> business activity.	Qualitative aspect is more relevant	Any business activity that would increase or decrease the overall operational functions of the Library, <u>outside of the approved strategic plan and budget.</u>