



**The National Library of South Africa
Strategic Plan**

2011 – 2016

Date
28 September 2011

Official sign-off

It is hereby certified that this Strategic Plan of the National Library of South Africa (NLSA) for the period 2011 – 2016:

- Was developed by the management of the National Library of South Africa 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 strategic outcome oriented goals and objectives which the National Library of South Africa will endeavor to achieve over the period 2011 – 2016.

Mrs T Shongwe

Signature: _____

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

Date _____

Mr J K Tsebe

Signature: _____

**National Librarian and
Chief Executive Officer
National Library of South Africa**

Date _____

Approved by:

Prof M Nkondo

Signature: _____

Chairperson of the Board

Date _____

**NATIONAL LIBRARY OF SOUTH AFRICA (NLSA)
STRATEGIC PLAN**

2011/2012 – 2015/2016

CONTENTS

Part A:

Strategic Overview

1.	Vision	4
2.	Mission	4
3.	Values	4
4.	Legislative and other mandates	4
5.	Situational analysis	5
6.	Strategic outcome orientated goals of the NLSA	7
7.	Strategic objectives	8

APPENDICES

APPENDIX A: Organogram

APPENDIX B: Strategic objectives, performance indicators & targets

APPENDIX C: Three-year Budget

APPENDIX D: Risk Register

NLSA
STRATEGIC PLAN
1st APRIL 2010/2011 – 31st MARCH 2014/2015

PART A: STRATEGIC OVERVIEW

1. Vision

The National Library of South Africa facilitates access to the national documentary heritage.

2. Mission

We collect, record, preserve and promote optimal access to the national documentary heritage, both nationally and internationally.

3. Values

- Accountability
- Continued improvement
- Efficiency
- Enduring and sustainable relationships
- Equality
- Excellence
- Initiative, Creativity and Innovation
- Integrity
- Respect
- Transparency and openness

The NLSA aligns with the spirit of UBUNTU as a value adding imperative.
We also adhere to the application of the Batho Pele/People First principles in service delivery.

4. Legislative and other mandates

The National Library of South Africa is administered in accordance with the National Library of South Africa Act, 1998 (Act No. 92 of 1998) and is governed by inter *alia* the following legal framework:

The Constitution of the Republic of South Africa, 108 of 1996
Legal Deposit Act, 1997 (Act 54 of 1997)
National Archives and Record Service of South Africa Act, 1996 (Act 43 of 1996);
National Council for Library and Information Services Act, 2001 (Act 11 of 2001);
National Heritage Council Act, (Act 11 of 1999)
Public Finance Management Act, (Act 1 of 1999)

5. Situational analysis

The core business of the NLSA is to collect, record, preserve and making available the national documentary heritage and promoting an awareness and appreciation thereof. The NLSA has three core programmes designed to cover its functions and contribute towards attainment of its objectives. They are:

- Collection and Bibliographic services which coordinate all activities connected with purchasing and collecting of published information; render a national bibliographic service, catalogue the records and ensure adherence to international standards by promoting universal bibliographic control through the national bibliographic agency.
- Information Access which promotes optimal access to the collections of the NLSA nationally and internationally.
- Preservation services which enables the NLSA to function as the national conservation and preservation library. The De-acidification plant of the NLSA is the first in Africa and enables the library to treat printed documents.

The core businesses of the NLSA are supported by one complimentary unit:

- Centre for the Book which promotes the culture of reading, writing and publishing.

The above programmes are supported by Information Communication and Technology which offers the platform needed to run the various programmes. The Human Resources and Finance divisions ensure that appropriate resources are available to perform the functions. The Corporate Communications promotes the work of the NLSA and ensure that the public is aware of this national resource.

5.1 Organisational environment

The NLSA received an additional subsidy of R10,5 million for 2011/12 for staff appointments to fill vacancies and to create new posts to provide for expanded service delivery within the new NLSA building in Pretoria; ICT equipment to expand service capacity and to provide funds for the expanded responsibilities concerning legal deposit, bibliographic services and collection management.

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 or retain the 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 advertised 37 positions and is in the process of recruiting staff in order to open the Reference Section and Official Publications Depository in Pretoria.

The NLSA 's approved structure makes provision for 245 full time positions. 160 positions have been filled and 38 critical posts will be filled during the 2011/2012 financial year. 47 vacancies exist and will not be filled due to inadequate budget. A functional organogram of the NLSA is contained in Appendix A.

5.2 Description of the NLSA's strategic planning process

The strategic planning process within the NLSA takes place in a structured and consultative manner in accordance with the timelines prescribed by the Public Finance Management Act. The process can be summarised as follows:

- (a) A Management Meeting is scheduled to discuss the strategic direction of the NLSA and the resource allocation specified in the budget.
- (b) Feedback from the Senior Management Meeting is incorporated into the predetermined format for the NLSA's strategic plan.
- (c) The Draft Strategic Plan is approved by the NLSA Board. Once approved, the Strategic Plan is submitted to DAC and National Treasury.

6 Strategic outcome orientated goals of the NLSA

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

The NLSA has accordingly set itself the following twelve strategic outcomes to enable it to fulfill its mandate.

Strategic Outcome Oriented Goal 1	Build a complete collection of published and unpublished documents emanating from and relating to South Africa
Goal Statement 1.1	To collect all publications emanating from South Africa through legal deposit To encourage publishers and authors to deposit new publications and to create awareness about Legal Deposit To select and acquire relevant library material
Strategic Outcome Oriented Goal 2	Render South African bibliographic services and act as national bibliographic agency
Goal Statement 2.1	Accomplish bibliographic control of the South African documentary heritage Provide bibliographic access to material published in South Africa Collaborate to enhance South African bibliographic control
Strategic Outcome Oriented Goal 3	Facilitate optimal access to published documents, nationally and internationally

Goal Statement 3.1	Provide a national Interlibrary Loan Service Provide an international Interlibrary Loan Service Southern African Interlending Scheme (SAIS)
Strategic Outcome Oriented Goal 4	To provide reference and information services, nationally and internationally
Goal Statement 4.1	To assist clients with their information needs To provide access to published and unpublished materials To equip clients with basic skills for searching information
Strategic Outcome Orientated Goal 5:	Preservation of South African published heritage
Goal Statement 5.1	Provide suitable storage and accommodation for collections Apply techniques and methods of preserving library materials
Strategic Outcome Orientated Goal 6:	Act as National and Regional Preservation Library
Goal Statement 6.1	Promote and develop preservation efforts in South African libraries
Strategic Outcome Orientated Goal 7:	Promote a culture of reading, writing and publishing in South Africa
Goal Statement 7.1	Promote reading in South Africa Promote writing in South Africa Promote publishing in South Africa
Strategic Outcome Orientated Goal 8:	Manage, Support and Enhance the ICT services and infrastructure of the National Library of South Africa and its affiliates
Goal Statement 8.1	Providing, Maintaining and Developing Systems that support core services within NLSA. Securing ICT infrastructure and ensuring business continuity
Strategic Outcome Orientated Goal 9:	Promote NLSA as a custodian of the national documentary heritage
Goal Statement 9.1	Enhance the visibility of the NLSA Stakeholder Management
Strategic Outcome Orientated Goal 10:	Attract and retain services of suitably qualified individuals
Strategic Objective 10.1:	Build workforce capacity through consistent Performance Management Enhance Career development
Strategic Outcome Orientated Goal 11:	Ensure sound financial management and compliance with legislation requirements.
Strategic Objective 11.1:	Implement sound and efficient internal control To prepare and accurate financial reporting Manage sound supply chain management practices.
Strategic Outcome Orientated Goal 12:	Provide leadership, guidance and advice to South African libraries and information services
Strategic Objective 12.1:	Collaborate and cooperate with other libraries and organisations

PART B: STRATEGIC OBJECTIVES

7 Strategic Objectives

7.1 Strategic objectives of The NLSA

For each strategic objective, specific activities, performance indicators and targets have been assigned for the period 2011 to 2016. These objectives, activities, indicators and targets are tabulated in **Appendix B**.

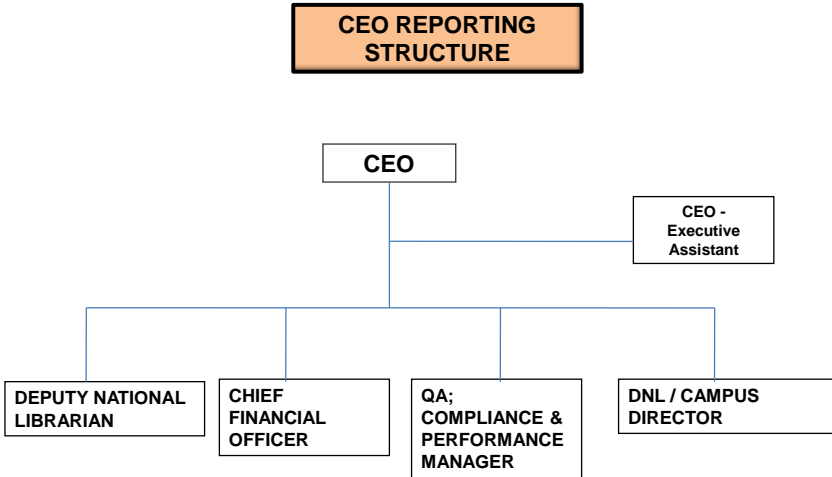
7.2 Financial Resources and budget requirements

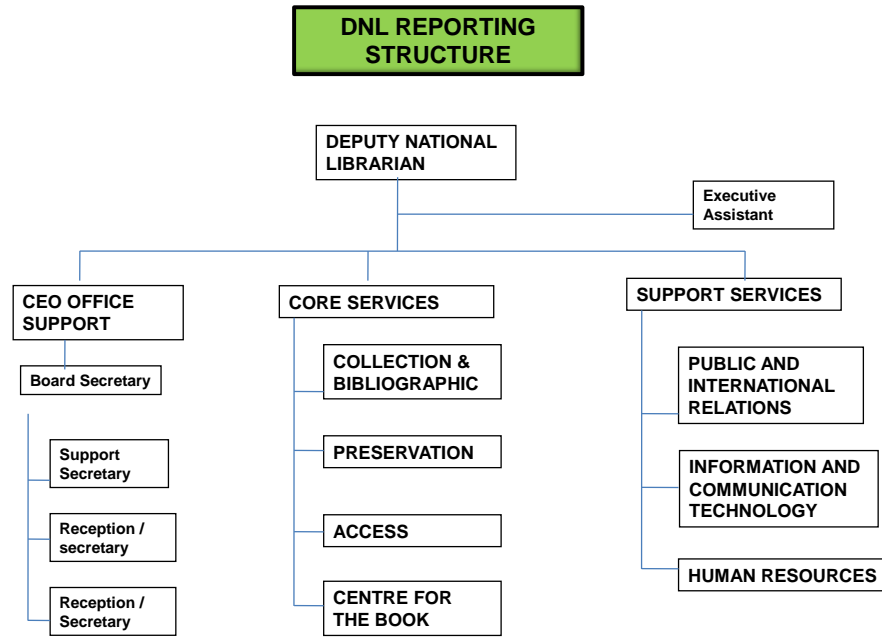
The current three year budget is attached as **Appendix C**.

7.3 Risk register

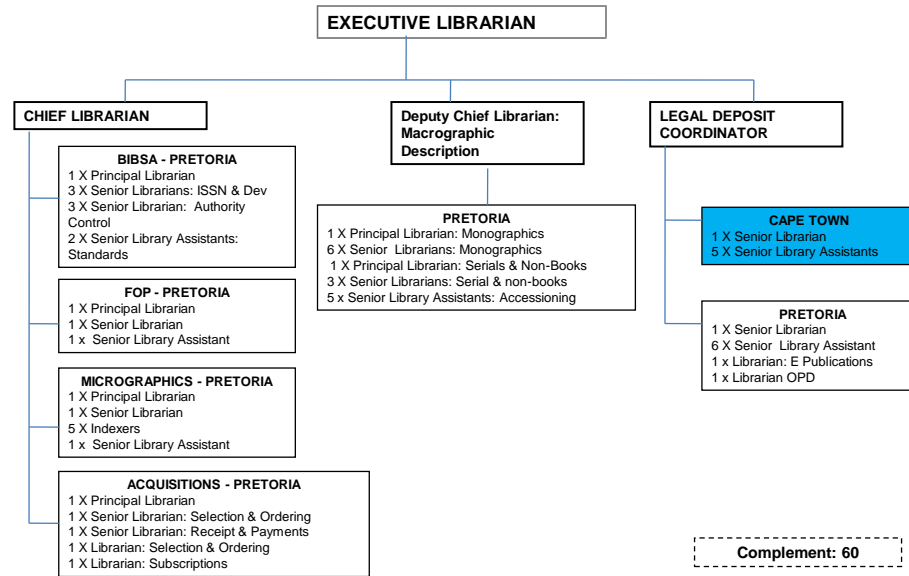
The current risk register is attached as **Appendix D**.

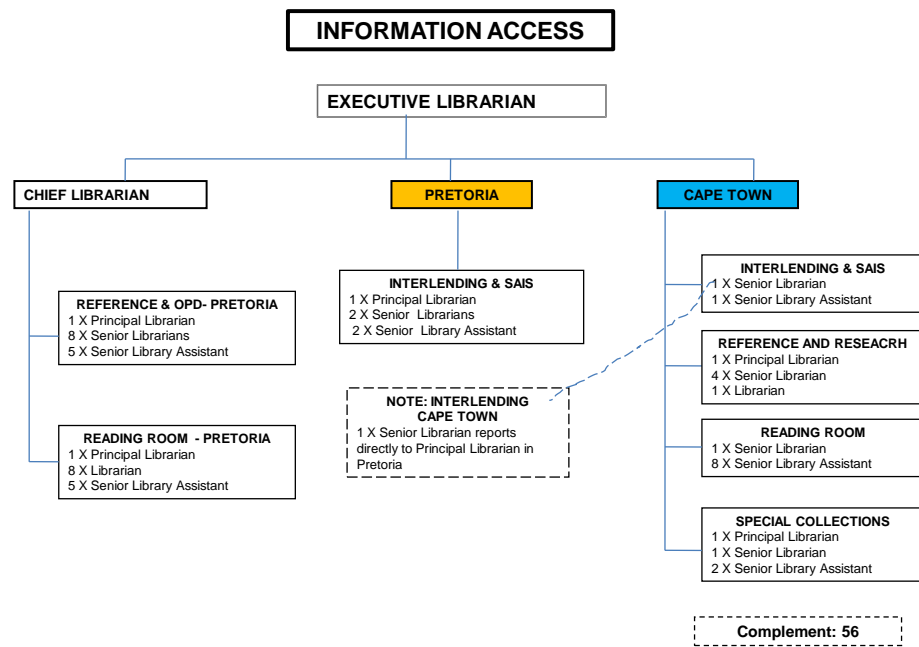
APPENDIX A – PROPOSED ORGANOGRAM

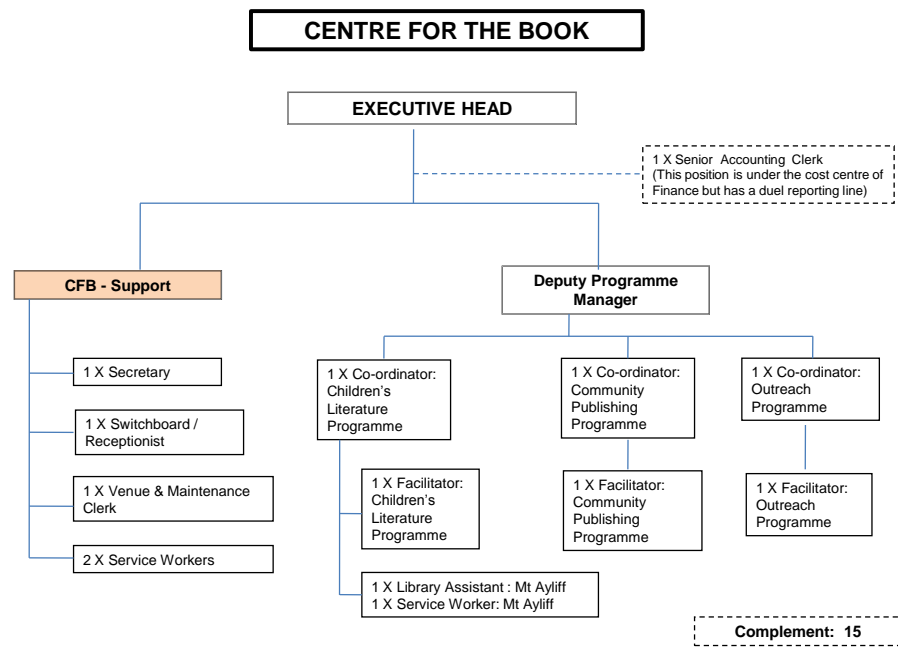


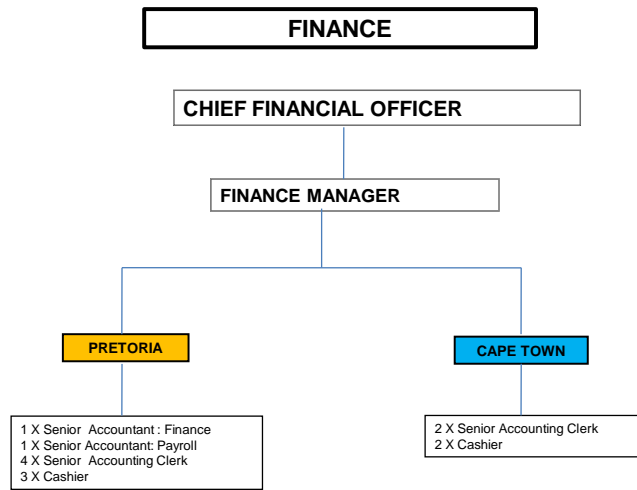


COLLECTION & BIBLIOGRAPHIC DESCRIPTION

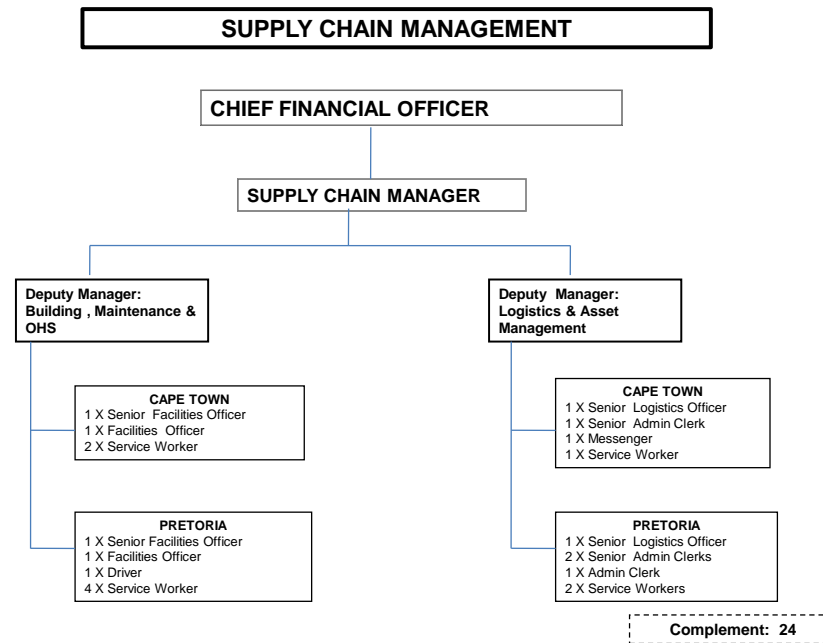


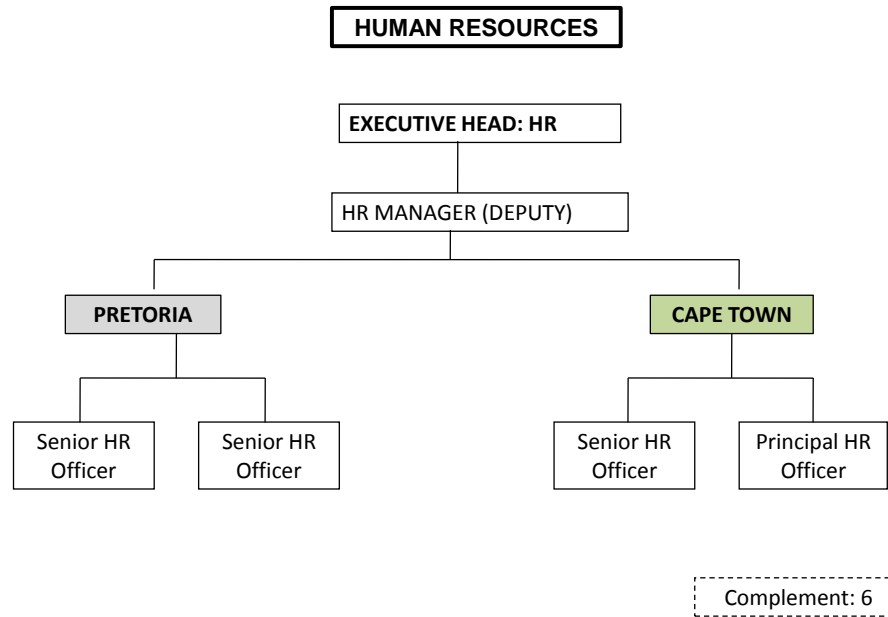


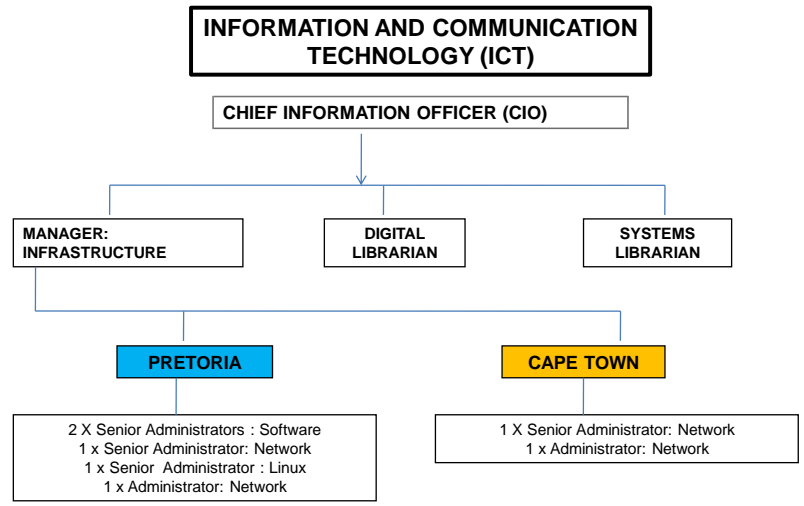




Complement: 15







Complement: 11

APPENDIX B – STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS AND TARGETS

Strategic Outcome Orientated Goal 1:		To build a complete collection of published and unpublished documents emanating from and relating to South Africa							
Strategic Objective 1:		To collect all publications emanating from South Africa through legal deposit To encourage publishers and authors to deposit new publications and to create awareness about Legal Deposit To select and acquire relevant library material							
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	BASELINE (2009/10)	TARGETS					
				2011/12	2012/13	2013/14	2014/15	2015/16	
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	102	102	102	102	102
			Number of new titles collected	10608	10608	10608	10608	10608	10608
1.2	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	1	1	1	1
			Number of official publications depositories consultation meetings convened	1	1	1	1	1	1
1.3	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	100% of allocated budget	100% of allocated budget	100% of allocated budget	100% of allocated budget	100% of allocated budget
			Number of new items received	2730	2730	2730	2730	2730	2730

Strategic Outcome Orientated Goal 2:		Render South African bibliographic services							
Strategic Objective 2:		Provide bibliographic access to material published in South Africa Accomplish bibliographic control of the South African documentary heritage Collaborate to enhance South African bibliographic control							
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	BASELINE (2009/10)	TARGETS					
				2011/12	2012/13	2013/14	2014/15	2015/16	
2.1	To catalogue legal deposit material	To create bibliographic records	Number of items catalogued	5213	50%increase	50%increase	50%increase	50%increase	50%increase
2.2	To provide bibliographic access to material published in South Africa	To produce and create index records of periodical articles	Number of records contributed	25666	22333	23333	24000	25000	26000
2.3	To accomplish bibliographic control of material published in South Africa	To allocate standard numbers to material published in South Africa.	Number of International Book Numbers allocated	3985	4000	4000	4000	4000	4000
		To create authority records	Number of International Serial Numbers allocated.						
			Turnaround time of 24 hours	24 hrs	24 hrs	24 hrs	24 hrs	24 hrs	24 hrs
			Number of records created	3955	4000	4000	4000	4000	4000

Strategic Outcome Orientated Goal 3:		Facilitated optimal access to published documents; nationally and internationally.							
Strategic Objective 3:		Provide a national interlibrary loan service Provide an international interlibrary loan service Provide a South African Interlending Scheme (SAIS)							
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	BASELINE (2009/10)	TARGETS					
				2011/12	2012/13	2013/14	2014/15	2015/16	
3.1	To supply and request documents nationally and provide tele-holdings to libraries not on-line	To supply interlending requests nationally.	Number of requests received	1338	1300	1250	1250	1250	1250
			Number of items supplied	610	610	610	610	610	610
			Turnaround time to deliver a requested item	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours
			Number of holdings supplied	79	79	79	79	79	79
3.2	To supply and request documents internationally	Facilitate access for local clients to documents internationally.	Number of requests received from local libraries	306	306	306	306	306	306
			Number of items received from foreign suppliers	240	240	240	240	240	240
		To fulfil interlending requests from foreign libraries	Number of requests received from international borrowers.	137	137	137	137	137	137
			Number of items supplied	50	50	50	50	50	50
3.3	To maintain and develop the South African Interlending Scheme (SAIS)	To administrate and maintain the SAIS address list.	Number of membership libraries	580	580	580	580	580	580
			To train libraries on interlending service	Number of training circulars distributed to libraries.	3	3	3	3	3

Strategic Outcome Orientated Goal 4:		To provide reference and information services, nationally and internationally.							
Strategic Objective 4:		To assist clients with their information needs To provided access to published and unpublished materials To equip clients with basic skills for searching information							
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	BASELINE (2009/10)	TARGETS					
				2011/12	2012/13	2013/14	2014/15	2015/16	
4.1	Fulfilling user requests by providing value added repackaged material	To provide answers to reference questions from the general public as well as via e-mail, fax, post and telephone	The number of reference queries satisfied	41796	41796	41796	41796	41796	41796
			Turn- around time to fulfil reference queries is 24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours
4.2	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	123690	123690	123690	123690	123690
			Number of copies made	263716	263716	263716	263716	263716	263716
4.3	Provide formal and informal training to public on how to access information	Public trained in basic information retrieval and searching skills	Number of information literacy sessions conducted	1080	1080	1080	1080	1080	1080
			Number of clients who attended literacy sessions	703	703	703	703	703	703

Strategic Outcome Orientated Goal 5:		Preservation of South African published heritage.							
Strategic Objective 5:		Provide suitable storage and accommodation for collections in a safe environment							
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	BASELINE (2009/10)	TARGETS					
				2011/12	2012/13	2013/14	2014/15	2015/16	
5.1	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 To prevent and manage library disasters	Achieve standard temperature and humidity requirements in book stacks Train library disaster teams	Humidity: 45-60% Temperature: Under 20 °C 20 staff members	Humidity: 45-60% Temperature: Under 20 °C 20 staff members	Humidity: 45-60% Temperature: Under 20 °C 20 staff members	Humidity: 45-60% Temperature: Under 20 °C 20 staff members	Humidity: 45-60% Temperature: Under 20 °C 20 staff members	Humidity: 45-60% Temperature: Under 20 °C 20 staff members
5.2	Preserve and treat collections by way of restoration, binding, de-acidification and digitisation	To provide services by specialist conservation staff Create digital records for both preservation and access purposes De-acidification: treatment of books to prevent paper deterioration	Number of damaged books treated Number of pages/images digitised Number of books de-acidified	420 1,200 10,000	450 1,200 10,000	500 2,000 12,000	600 2500 15,000	600 3000 17,000	600 3 500 20,000

Strategic Outcome Orientated Goal 6:		Act as National and Regional Preservation Library							
Strategic Objective 6:		Promote and develop preservation efforts in South African libraries							
OBJECTIVE STATEMENT		OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	BASELINE (2009/10)	TARGETS				
					2011/12	2012/13	2013/14	2014/15	2015/16
6.1	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	80	80	80	80	80
			Number of contacts established with Libraries in Southern Africa	5	5	5	5	5	
			Number of regional Preservation and Conservation symposia organised for Southern Africa	1	1	0	1	0	1

Strategic Outcome Orientated Goal 7:		Promote a culture of reading, writing and publishing in South Africa							
Strategic Objective 7:		Promote a culture reading in South Africa Promote a culture of writing in South Africa Promote a culture of publishing in South Africa							
OBJECTIVE STATEMENT	OUTPUT/ACTIVITY	PERFORMANCE INDICATORS	BASELINE (2009/10)	TARGETS					
				2011/12	2012/13	2013/14	2014/15	2015/16	
7.1	To develop and promote a culture of reading in all South African languages	To organise events to promote reading	Number of events	5	5	5	5	5	5
		To donate books to children and adults in rural areas.	Number of books donated	5,200	5,200	5,200	5,200	5,200	5,200
		To organise book clubs	Number of book clubs established	7	7	7	7	7	7
		To participate in national and international activities to promote reading	Number of events participated in	4	4	4	4	4	4
7.2	To develop and support new writers and illustrators	To reprint African classics	Number of titles reprinted	19	19	19	19	19	19
		To organise workshops for writers and illustrators	Number of workshops	4	4	4	4	4	4
			Number of attendees	87	87	87	87	87	87
			Number of training sessions	50	50	50	50	50	50
		To provide space and resources for writers to practice their skills	Number of writes attending sessions	137	137	137	137	137	137
7.3	To develop and support new publishers	Community Publishing Grants for book publishing	Number of grants allocated	23	2	23	23	23	23
			Number of books published	8	3	8	8	8	8
		Workshops for reviewers, proofreaders and editors	Number of workshops	1	1	1	1	1	1
			Number of workshop attendees	27	27	27	27	27	27

Strategic Outcome Orientated Goal 8:		Manage, Support and Enhance the ICT services and infrastructure of the National Library of South Africa and its affiliates							
Strategic Objective 8:		Providing, Maintaining and Developing Systems that support core services within NLSA.							
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	BASELINE (2009/10)	TARGETS					
				2011/12	2012/13	2013/14	2014/15	2015/16	
8.1	To provide, maintain and develop an ICT infrastructure that support NLSA strategic objectives.	To provide a high speed bandwidth at the NLSA	Increase bandwidth capacity	1 MB	2 MB	2 MB	2 MB	2 MB	2 MB
		To maintain and Support all the existing systems at the NLSA	Number of ICT support queries responded to	1,200	1,100	1,100	1,100	1,100	1,100
		To maintain an updated website	Phase 1: Acquisition of a webserver Phase 2: A new website to be redesigned.	1	1	1	0	0	0
		To provide infrastructure for NLSA e-repository	Acquisition of a new server.	0	1	1	0	0	0
		To maintain working laptop	Number of laptops to be replaced	0	9	9	5	5	0
		To develop web-based products and services for the NLSA	Number of web-based services developed.	1	2	2	2	2	2
		To align ICT infrastructure across NLSA	Installation of video-conference facility at Center for the Book.	0	1	1	0	0	0
8.2	To secure ICT infrastructure and business continuity	To implement security measures on the desktops	Number of desktops to be fitted with security detectors						

Strategic Outcome Orientated Goal 9		Promote NLSA as a custodian of the national documentary heritage							
Strategic Objective 9:		Enhance the visibility of the NLSA Stakeholder Management							
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	BASELINE (2009/10)	TARGETS					
				2011/12	2012/13	2013/14	2014/15	2015/16	
9.1	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	4	4	4	4
		To support and celebrate national and international commemoration days	Number of events		10	10	10	10	10
		To engage with media to enhance the profile of the NLSA and to market its activities.	Number of media coverage		4	4	4	4	4
		Production of corporate publications.	Number of items produced.		6	6	6	6	6
9.2	To obtain funding for special NLSA projects	To prepare funding proposals to donors.	Number of proposals submitted to donors			2	2	2	2
			No of reports submitted to donors						
			Amount of actual funding received.			R2 million	R2 million	R2 million	R2 million

Strategic Outcome Orientated Goal 10:		Attract and retain services of suitably qualified individuals							
Strategic Objective 10:		Build workforce capacity through consistent Performance Management Enhance Career development							
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	BASELINE (2009/10)	TARGETS					
				2011/12	2012/13	2013/14	2014/15	2015/16	
10.1	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	New target	171	199	199	199	199
10.2	Fill critical positions	Advertise and appoint suitably qualified staff	Fill 38 critical positions	New Target	38	-	-	-	-

Strategic Outcome Orientated Goal 11:		Ensure sound financial management and compliance with legislation requirements.							
Strategic Objective 11:		Implement sound financial internal controls and supply chain management practices and accurate financial reporting							
OBJECTIVE STATEMENT	OUTPUT/ACTIVITY	PERFORMANCE INDICATORS	BASELINE (2009/10)	TARGETS					
				2011/12	2012/13	2013/14	2014/15	2015/16	
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	February 2012	February 2012	February 2012	February 2012	February 2012
		Financial procedures manual	Approved financial procedures manual by the Fin Comm and Board	February 2012	February 2012	February 2012	February 2012	February 2012	February 2012
11.2	Implement sound supply chain management practices	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	February 2012	February 2012	February 2012	February 2012	February 2012
11.3	Prepare regular, accurate and complete financial reports	Revised supply chain management policies and procedures	Approved revised supply chain management policies and procedures by the Fin Comm and Board	February 2012	February 2012	February 2012	February 2012	February 2012	February 2012
		Prepare NLSA annual budget and MTEF in line with MTEF guidelines	Approved budget by Fin Comm and Board	by 28 Feb	by 28 Feb	by 28 Feb	by 28 Feb	by 28 Feb	by 28 Feb
		Prepare monthly, quarterly and annual financial reports in line with PFMA and TR	Monthly management financial reports	20 th of following month	20 th of following month	20 th of following month	20 th of following month	20 th of following month	20 th of following month
			Quarterly reports for NLSA and Conditional Grant to DAC	by 30 th July, Oct, Jan and April	by 30 th July, Oct, Jan and April	by 30 th July, Oct, Jan and April	by 30 th July, Oct, Jan and April	by 30 th July, Oct, Jan and April	by 30 th July, Oct, Jan and April
		Clean audit report on annual financial statements and , AFS Treasury template		July after fin year end	July after fin year end	July after fin year end	July after fin year end	July after fin year end	July after fin year end
		Submit MTEF and Treasury ENE templates		Aug and Dec after fin year	Aug and Dec after fin year	Aug and Dec after fin year	Aug and Dec after fin year	Aug and Dec after fin year	Aug and Dec after fin year

Strategic Outcome Orientated Goal 12:		Provide leadership, guidance and advice to South African libraries and information services							
Strategic Objective 12:		Collaborate and cooperate with other libraries and organisations							
OBJECTIVE STATEMENT	OUTPUT/ ACTIVITY	PERFORMANCE INDICATORS	BASELINE (2009/10)	TARGETS					
				2011/12	2012/13	2013/14	2014/15	2015/16	
12.1	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 2	2 2	2 2	2 2	2 2	2 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	Number of meetings attended	14	14	14	14	14	14
			Quarterly reports submitted to DAC	4 per year	4 per year	4 per year	4 per year	4 per year	4 per year

APPENDIX C

THREE-YEAR BUDGETARY ESTIMATES 2011/2012- 2013/2014

PROJECTED INCOME	2011/2012	2012/2013	2013/2014
1. OFFICE OF THE NATIONAL LIBRARIAN	21 100	22 155	23 484
1.1 Sundry Operational Income	21 100	22 155	23 484
2. ADMINISTRATION: PRETORIA	170 400	64 050	67 893
2.1 Telephone Recoveries	109 400	114 870	121 762
2.2 Parking	61 000	64 050	67 893
3. ADMINISTRATION: CAPE TOWN	106 300	60 375	63 998
3.1 Telephone Recoveries	48 800	51 240	54 314
3.2 Parking	57 500	60 375	63 998
4. FINANCE	1 930 200	2 026 710	2 148 313
4.1 Interest Income	1 857 800	1 950 690	2 067 731
4.2 Discount Received	0	0	0
4.3 Commission on Salary Deductions	16 500	17 325	18 365
4.4 Sundry Income	55 900	58 695	62 217
5. HUMAN RESOURCES	84 100	88 305	93 603
5.1 Sundry Income (Bursary Recoveries)	84 100	88 305	93 603
5. PRESERVATION SERVICES	181 400	190 470	201 898
5.1 Microfilm Sales	95 000	99 750	105 735
5.2 Imaging & Photography	61 400	64 470	68 338
5.3 Sundry Income (Deacidification Project)	25 000	26 250	27 825

6. BIBLIOGRAPHIC SERVICES	242 600	254 730	270 014
6.1 ISAP	135 800	142 590	151 145
6.2 Marc Office	106 800	112 140	118 868

7. INFORMATION SERVICES	177 500	186 375	197 558
7.1 Internet Café	0	0	0
7.2 Photocopy Sales	163 800	171 990	182 309
7.3 Reference Info Database	13 700	14 385	15 248

8. DOCUMENT SUPPLY	110 400	115 920	122 875
8.1 National Document Supply	22 200	23 310	24 709
8.2 International Document Supply	39 700	41 685	44 186
8.3 Interlending Memberships	48 500	50 925	53 981

PROJECTED INCOME	2011/2012	2012/2013	2013/2014
-------------------------	------------------	------------------	------------------

9. DEVELOPMENT & MARKETING	15 900	16 695	17 697
9.1 Publications Sales	15 900	16 695	17 697

10. INFORMATION & COMMUNICATION TECHNOLOGY	200 000	210 000	222 600
10.1. Sundry Operational Income	200 000	210 000	222 600

10. CENTRE FOR THE BOOK	745 500	782 775	829 742
10.1 Parking Income	308 400	323 820	343 249
10.2 Sundry Income	244 400	256 620	272 017
10.3 Venue Hire	192 700	202 335	214 475

11. GOVERNMENT GRANT	64 415 400	67 629 170	71 775 660
11.1 Govt Grant	58 360 000	61 271 000	65 036 000
11.2 Conditional Grant (Community Libraries)	0	0	0
11.3 Deferred Income Realised	6 055 400	6 358 170	6 739 660
TOTAL PROJECTED INCOME	68 400 800	71 647 730	76 035 334
% Increase of Govt Grant over the years		0.05	0.06
PROJECTED EXPENDITURE			
12. NLSA BOARD & COMMITTEES	243 000	254 664	269 944
12.1 Administrative Expenses	243 000	254 664	269 944
13. NATIONAL LIBRARIAN/CEO	3 010 200	3 154 690	3 343 971
13.1 Administrative Expenses	552 700	579 230	613 983
13.2 Consumable Expenses	21 900	22 951	24 328
13.5 Personnel Expenses	2 325 600	2 437 229	2 583 463
13.6 Operating Expenses	110 000	115 280	122 197
14. DEPUTY NATIONAL LIBRARIAN	1 720 900	1 803 503	1 911 713
14.1 Administrative Expenses	175 400	183 819	194 848
14.2 Consumable Expenses	3 000	3 144	3 333
14.3 Personnel Expenses	1 532 500	1 606 060	1 702 424
14.4 Operating Expenses	10 000	10 480	11 109
15. ADMINISTRATION: PRETORIA	5 929 900	6 214 535	6 587 407
15.1 Administrative Expenses	521 800	546 846	579 657
15.2 Consumable Expenses	155 400	162 859	172 631
15.3 Property, Plant, & Equipment Related Expenses	83 700	87 718	92 981
15.4 Personnel Expenses	2 023 800	2 120 942	2 248 199

15.5 Operating Expenses	3 145 200	3 296 170	3 493 940
-------------------------	-----------	-----------	-----------

PROJECTED EXPENDITURE	2011/2012	2012/2013	2013/2014
16. ADMINISTRATION: CAPE TOWN	2 520 600	2 641 589	2 800 084
16.1 Administrative Expenses	227 000	237 896	252 170
16.2 Consumable Expenses	96 200	100 818	106 867
15.3 Property, Plant, & Equipment Related Expenses	58 200	60 994	64 653
16.4 Personnel Expenses	515 700	540 454	572 881
16.5 Operating Expenses	1 623 500	1 701 428	1 803 514
17. FINANCE	5 718 800	5 993 302	6 352 901
17.1 Administrative Expenses	170 600	178 789	189 516
17.2 Consumable Expenses	16 700	17 502	18 552
17.3 Personnel Expenses	4 569 900	4 789 255	5 076 611
17.4 Operating Expenses	961 600	1 007 757	1 068 222
18. HUMAN RESOURCES	2 520 700	2 641 694	2 800 195
18.1 Administrative Expenses	53 400	55 963	59 321
18.2 Consumable Expenses	4 200	4 402	4 666
18.3 Personnel Expenses	1 662 500	1 742 300	1 846 838
18.4 Operating Expenses	800 600	839 029	889 371
19. INFORMATION & COMM TECHNOLOGY	7 026 800	7 364 086	7 805 932
19.1 Administrative Expenses	127 400	133 515	141 526
19.2 Consumable Expenses	8 900	9 327	9 887
19.3 Computer Software, Hardware & Licenses	2 360 000	2 473 280	2 621 677
19.4 Personnel Expenses	3 106 300	3 255 402	3 450 727
19.5 Operating Expenses	1 424 200	1 492 562	1 582 115

20. DEVELOPMENT & MARKETING	1 680 200	1 760 850	1 866 501
20.1 Administrative Expenses	262 300	274 890	291 384
20.2 Consumable Expenses	97 900	102 599	108 755
20.3 Personnel Expenses	1 065 000	1 116 120	1 183 087
20.4 Operating Expenses	255 000	267 240	283 274
21. BIBLIOGRAPHIC SERVICES	4 972 700	5 211 390	5 524 073
21.1 Administrative Expenses	76 200	79 858	84 649
21.2 Consumable Expenses	12 300	12 890	13 664
21.3 Personnel Expenses	4 877 400	5 111 515	5 418 206
21.4 Operating Expenses	6 800	7 126	7 554
22. CENTRE FOR THE BOOK	3 655 500	3 830 964	4 060 821
22.1 Administrative Expenses	156 100	163 593	173 408
22.2 Consumable Expenses	27 000	28 296	29 993
22.4 Personnel Expenses	2 799 200	2 933 562	3 109 575
22.5 Operating Expenses	673 200	705 514	747 844
PROJECTED EXPENDITURE	2011/2012	2012/2013	2013/2014
23. COLLECTION MANAGEMENT	7 619 000	7 984 712	8 463 795
23.1 Administrative Expenses	121 000	126 808	134 416
23.2 Consumable Expenses	9 700	10 166	10 776
23.3 Personnel Expenses	5 818 300	6 097 578	6 463 433
23.4 Operating Expenses	1 670 000	1 750 160	1 855 170
24. DOCUMENT SUPPLY	1 744 900	1 828 655	1 938 375
24.1 Administrative Expenses	84 300	88 346	93 647
24.2 Consumable Expenses	41 300	43 282	45 879
24.3 Personnel Expenses	1 614 300	1 691 786	1 793 294
24.4 Operating Expenses	5 000	5 240	5 554
26. INFORMATION SERVICES	8 320 000	8 719 360	9 242 522
26.1 Administrative Expenses	68 000	71 264	75 540

26.2 Consumable Expenses	51 100	53 553	56 766
26.4 Personnel Expenses	8 168 800	8 560 902	9 074 557
26.5 Operating Expenses	32 100	33 641	35 659
27. PRESERVATION SERVICES	5 893 300	6 176 178	6 546 749
27.1 Administrative Expenses	114 600	120 101	127 307
27.2 Consumable Expenses	102 900	107 839	114 310
27.3 Personnel Expenses	5 089 500	5 333 796	5 653 824
27.4 Operating Expenses	586 300	614 442	651 309
28. SPECIAL PROJECTS	5 824 300	6 067 558	6 520 352
28.1 Conditional Grant Expenses (Community Libraries)	5 824 300	6 067 558	6 520 352
TOTAL PROJECTED EXPENDITURE	68 400 800	71 647 730	76 035 334

Notes:

	2010/2011
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	69.3
Percentage of support functions' personnel cost to total salary bill	30.71
	100.0

2010/2011

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	66.0
Percentage of running cost to total projected expenditure	34.0
	100.0
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	61.1
Percentage of support functions' cost to total cost	38.89
	100.0

APPENDIX D – RISK MANAGEMENT

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Strategic Risk	Ensure adequate budget allocation for NLSA	Funding	The risk is unfunded and unfilled posts within the current NLSA organogram results in the NLSA not achieving certain of its operational and strategic objectives	-Unbudgeted expenditures -Lack of sustainable funding model -Inadequate funding	-Restriction on expansion and growth -Reputational risk	High 64	High 51	Low 18	Medium 33	CEO	-Fund raising opportunities -Providing relevant information & motivation to DAC to obtain additional funding -Filling posts on contract basis until funding is available for permanent posts	-Intensifying funding strategy by partnering with various embassies, DTI & Depts. -Raise funds by opening a business unit to sell books to other services -Intensifying venue hiring and parking space -Continue with raising funding from the department -Capitalising by acting as agency charging for consultancy -Securing contracts for the de-acidification of collections of external clients

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Human Capital or Intellectual Capital Risk	Enhance operational excellence	Critical skills Attraction and Retention	-The risk is inadequate NLSA HR retention strategy that may result in high levels of employee turnover in relation to critical skills and remuneration levels	-Insufficient succession planning -Lack of adequate, competitive remuneration and benefits -Inadequate funding	-Insufficient competent staff -Process inefficiencies -Loss of key staff -Poor brand image -Loss of income	High 64	Medium 40	Low 19	Low 21	Executive: Human Resources	-Attraction and retention strategy -Bursaries allocation to critical relevant skills -Job grading report submitted to the Board -In-house and external employee training and development	-Creating a conducive working environment -Offer competitive salaries -Recognition of high performers -Talent management
Strategic Risk	Enhance operational excellence	Health and Safety	The risk is non-compliance with Occupational Health and Safety Act that may result in the compromise of employees and client's health and safety	-Inadequate communication -Lack of accountability -Inadequate Health and Safety policies and procedures	-Financial loss -Reputational risk -Legal action -Low staff morale	Medium 48	Medium 35	Low 14	Low 21	CEO	-OHS Committee in place -Safety representatives and officers appointed -Regular inspections -Workshops and regular training	-Finalise OHS policy

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Strategic Risk	Enhance operational excellence	Legal Deposit of Electronic and Print Publications	The risk is inadequate environment to facilitate the collection and preserve and make accessible legal deposit material of electronic and print publications	-Inadequate environment -Inadequate planning -Inadequate infrastructure -Inadequate funding	-Reputational risk -Restriction on growth	High 68	Medium 33	Low 20	Low 13	CIO/Executive: Collections Management	-ICT infrastructure -Liaison with publishers -Administering ISN agency -Ensuring compliance with legal deposit act -Active participation at legal deposit committee (LDC)	-Consolidate the electronic publications -Finalise the acquisitions of infrastructure (Bandwidth) -To implement ICT infrastructure plan
Operational Risk	Achievement of objects & performance of functions of NLSA as stated in the Act	Storage and Preservation Facilities	The risk is inadequate storage and preservation facilities of library collections may result in non compliance with NLSA Act	-Inadequate planning -Lack of accountability -Inadequate storage space -Inadequate funding	-Not complying with NLSA Act -Reputational risk -Restriction on growth -Damage to material -Damage and loss of collections -Financial loss	Extreme 74	Medium 33	Low 21	Low 12	Executive: Preservation Services	-Accommodation needs assessment report submitted to DAC/DPW -Rented accommodation used in Cape Town (excludes climate control) Working closely with DPW and DAC -Pretoria campus includes purpose built storage facilities with climate control	-Working on a storage facility at the CTN campus -Interaction with DAC and DPW report to the board -Secure additional storage capacity for the CTN campus -Renovation of the existing buildings at CTN campus

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Strategic Risk	Enhance operational excellence	Integrity of Financial Information and Reporting	This is a risk pertaining to: -Internal management of financial information -External financial information and reporting -Inadequate financial controls and procurement processes resulting in inefficiency, missing of project milestones and objectives, and possibility for fraud and non compliance with legislation	-Lack of financial management skills -Lack of understanding of cost drivers	-Inappropriate decision making (Information is not complete, accurate and valid) -Financial loss -Reputational risk -Non-compliance with the legislation	High 68	Low 29	Low 19	Very Low 10	CEO	-External and internal audits - Monitoring compliance with NLSA Act, PFMA and TR by board and senior management -Financial management reporting -Tender Committee -Competent management and staff -Policies, procedures and internal controls -Fraud prevention plan and code of conduct -Interim external audit reporting	-Capacitating non-financial managers -Immediate appointment of the CFO -PFMA training for all executive managers

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Operational Risk	Enhance operational excellence	IT Infrastructure	The risk is inadequate IT infrastructure	<ul style="list-style-type: none"> -Hardware capacity and functionality constraints -Software capacity and functionality constraints -Poor maintenance -Poor safeguarding -Market trends -Poor IT innovation -Inadequate funding 	<ul style="list-style-type: none"> -Financial impact on continuous changing technology -Inability to provide cutting edge technology -Poor performance -Poor IT service delivery 	High 57	Low 26	Low 16	Very Low 10	CIO	<ul style="list-style-type: none"> -Policies, procedures and internal controls -Aligned CTN infrastructure to the PTA one -ICT management steering committee 	<ul style="list-style-type: none"> -Partnership with CSIR, Microsoft (SA), Bill Gates Foundation -Interaction with internet service provider (ISP)- (TENET)
Regulatory and/or Compliance Risk	Ensure good Corporate Governance	Fraud, Theft and Corruption	<p>This is a risk pertaining to:</p> <ul style="list-style-type: none"> - Misappropriation of funds and organisational assets -Assets theft by staff and customers -Supplier collusion -Banking misappropriation -Supplier kickbacks 	<ul style="list-style-type: none"> -Uncontrolled access to accounting records -Poor physical and logical access controls -Improper recruitment processes -Tough economic conditions -Manipulation of performance information 	<ul style="list-style-type: none"> -Financial loss and income -Reputational damage -Increase in costly disciplinary action -Low staff morale 	High 59	Low 27	Low 19	Very Low 8	CEO	<ul style="list-style-type: none"> -Internal auditing -Security systems (physical and electronic) -Code of conduct -Fraud prevention plan in place -Interim external audit reporting -Policies, procedures and internal controls 	Hotline

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Operational Risk	Achievement of objects & performance of functions of NLSA as stated in the Act	Performance Management Systems	The risk is inadequate performance management and measurement systems resulting in failure to achieve operational and strategic objectives, and improve NLSA HR efficiency and effectiveness	-Lack of accountability -Inadequate monitoring -Inadequate performance management systems	-Low productivity -Reputational risk	46	21	14	7	Executive: Human Resources	-Monthly, quarterly and annual reporting to Board, DAC and stakeholders -Performance contracts in place -PM system in place	Introducing a new PMS

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Strategic Risk	Achievement of objects & performance of functions of NLSA as stated in the Act	Products and services	-Lack of awareness of reading, writing and publishing -Lack of awareness of published national documentary heritage	-Lack of creating awareness -Inadequate funding -Inadequate environment (reading culture in the country)	-Reputational risk -Non contribution to literacy levels	Medium 46	Low 21	Low 14	Very Low 7	Exco: Marketing, Information, Preservation Collections & Bibliographic Services	-Exhibitions at conferences, book fairs & literary events -Published brochures on guidelines -Providing skills training in cataloging -Publications of publishers directories -Databases available on line national and international -Provide professional services to DAC, provincial libraries, local schools & DCS -Updated website with products and services -Provide professional advice & information services to publishers & authors	Disaster management training for libraries

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Strategic Risk	Enhance operational excellence	Accessibility of Collections	The is risk that the collections might not be easily accessible	-Inadequate planning -Inadequate ICT infrastructure -Inadequate funding	-Reputational risk -Inaccessible collections	Medium 47	Low 17	Very low 10	Very Low 7	Executive: Preservation Service and CIO	-Inter lending services (national and international) -Document supply -Subscription to Request, OCLC, SABINET -Web OPAC -Card catalogues as backup -Reference and information service to the public -Stack maintenance -Information literacy programmes -Document/text retrieval services -Index to SA periodicals	Digitisation of collections

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Regulatory and/or Compliance Risk	Ensure good Corporate Governance	Legal and Regulatory Compliance	This is a risk pertaining to: -Non adherence to national and international library best practices and standards may result in a major reputation risk -Non-compliance with regulations	-Lack of understanding of requirements -Inadequate training -Lack of accountability -Lack of research and development funding -Inadequate funding to build a comprehensive and complete collection	-Reputational risk -Non-compliance with regulations	Medium 47	Low 20	Low 14	Very Low 6	CEO	-Actively participating in NCLIS -Playing a role in Africa at the SCANUL - ECS and UNECA -Actively involved in the relevant ISO committees nationally -Actively involved in LIS sector both nationally and internationally -Policies, procedures and internal controls	Continuous monitoring of risk by management

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Operational Risk	Report/account on performance of NLSA to relevant authorities on schedule	Integration of ICT Systems	This is a risk pertaining to: -ICT systems -Alignment of ICT systems and Business requirements	-Non-alignment of IT systems and business requirements -Poor planning -Poor monitoring -Lack of accountability -Inadequate funding	-Poor performance -Reputational risk -Financial loss -Inefficiencies -Labour intensive processes	High 62	Low 26	Low 20	Very Low 6	CIO	-Standardised software across branches -Standardised modules for financial systems -Common platform for all the applications -Centralised ICT services	Standardise telephone management system across campuses

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Strategic Risk	Increase the visibility and leadership of the National Library	Stakeholder Relations	The risk is inadequate stakeholder relations	<ul style="list-style-type: none"> -Poor communication with the stakeholders -Lack of accountability -Inadequate reporting -Inadequate understanding of who our stakeholders are -Inadequate stakeholder management 	<ul style="list-style-type: none"> -Stakeholder dissatisfaction -Reputational risk -Inconsistent stakeholder management (Communication, dispute resolution and fairness) -Limit to growth -Lack of accessibility of stakeholders -Poor image -Lack of leadership in library activities 	Medium 47	Low 20	Low 15	Very Low 5	CEO	<ul style="list-style-type: none"> -Updated website with products and services -Partnership with other national libraries -Actively involved in the relevant ISO committees nationally -Actively involved in book development committees on a national basis -Annual report distributed to the public -Actively participating in NCLIS 	Continuous monitoring of risk by management.

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Strategic Risk	Transformation agenda of NLSA for improved service delivery	Transformation	This risk pertaining to EE status in respect of top and senior management	-Dissatisfaction of board members -Non-compliance with legislation -Non-adherence to policies and procedures -Availability of BEE suppliers	-Continued dissatisfaction of board members -Drop in empowerment rating -Political intervention -Reputational risk	High 51	Low 20	Low 16	Very Low 4	CEO	-Addressing staff on transformation policies -Policies, procedures and internal controls -Monthly, quarterly and annual reporting to Board, DAC and stakeholders -EE committee in place -Annual reporting to DOL -Supplier database with requirements in place	Continuous monitoring of risk by management.

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Corporate Governance Risk	Ensure good Corporate Governance	Corporate Governance	-The risk is inadequate and ineffective corporate governance may result in the risk of a qualified external audit report, reporting to SCOPA and reputation risk implications -The risk is inadequate adherence, compliance, design and implement	-Changing culture -Poor reporting -Lack of accountability to support management decisions and pro-active management	-Non-compliance with Corporate Governance structures, requirements, procedures, practices and principles -Legal action	High 64	Low 22	Low 19	Very Low 3	CEO	-Fraud prevention plan in place -Policies, procedures and internal controls -External and internal audit processes -Monitoring compliance with NLSA Act, PFMA and TRs by board and senior management -Appropriate financial reporting and management systems in place -Interim external audit arrangement -Board and board sub committees in place	Continuous monitoring of risk by management.

Context	Strategic Objective	Risk Name	Risk Description	Root Causes	Consequences	Inherent Risk Score	Residual Risk (Current)	Residual Risk (Desired)	Residual Risk Gap	Risk Owner	Controls	Task Details
Strategic Risk	Achievement of objects & performance of functions of NLSA as stated in the Act	Business Continuity	-The risk is lack of formal NLSA business continuity plan -The risk pertaining to disruptions in normal business activity	Poor business continuity, disaster recovery and continuity planning and/or alignment - Natural disasters such as fire, flooding etc. - Poor backup systems - Inadequate and/or insufficient offsite storage - Poor crisis management plans - Inadequate funding	Loss of facilities and/or key personnel - Supply chain disruptions - Loss of data, information, processing capabilities - Financial implications - Loss of collections - Inability to meet legal mandate	Medium 38	Low 15	Low 12	Very Low 3	CEO	-Disaster recovery plans in place -Backups of financial and HR system information -Legal deposits stored at both campuses and other legal deposit libraries -Millennium database system stored offsite	Continuous monitoring of risk by management.