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The Board of the South African Library for the Blind is proud to present:

THE SOUTH AFRICAN LIBRARY FOR THE BLIND ANNUAL REPORT

FOR THE PERIOD 1 APRIL 2018 TO 31 MARCH 2019

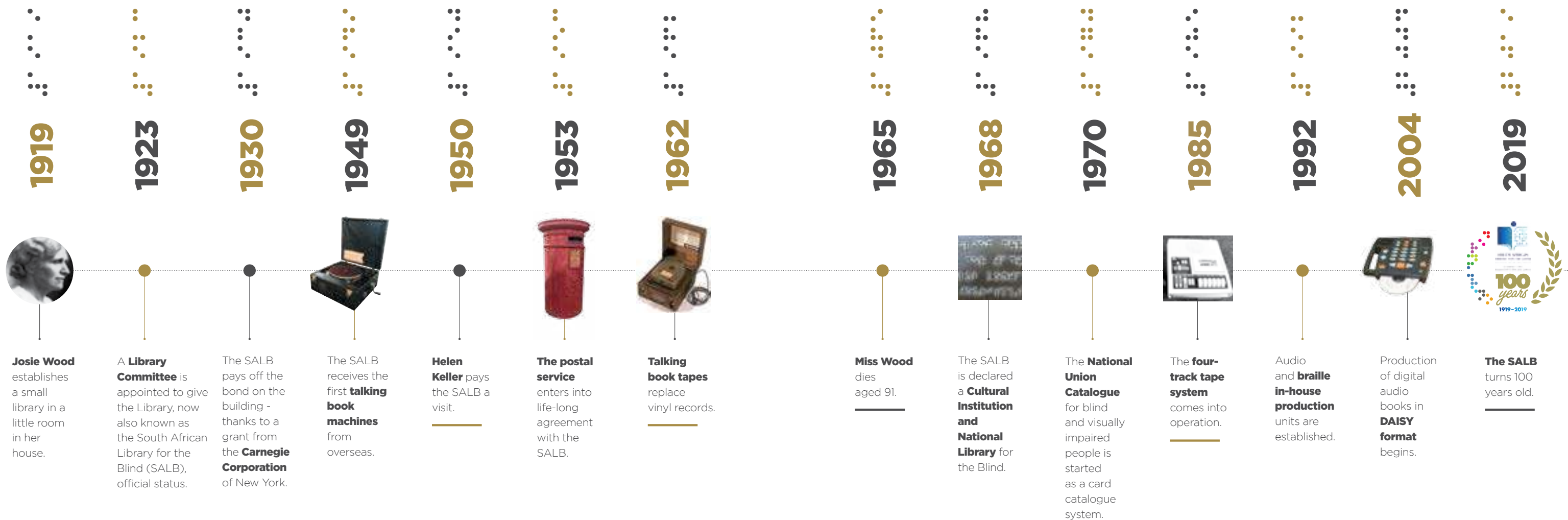
The Board and Management of the South African Library for the Blind, as the entity's Accounting Authority, submits its Annual Report to the Minister of Arts and Culture, the entity's Executive Authority - for tabling in Parliament in terms of the provisions of the Public Finance Management Act of 1999 (Act 1 of 1999) and the South African Library for the Blind Act of 1998 (Act 91 of 1998).

RP225/2019

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T H E S O U T H A F R I C A N

L I B R A R Y F O R T H E B L I N D



THE SEEDS ARE SOWN

In 1914, the year of the outbreak of WWI, Miss Eleanor Comber, a missionary, comes out to South Africa from the United Kingdom, to work among blind people. To combat the high level of illiteracy in the blind community, she teaches braille. She acquires the nucleus of a small library for the blind; about 100 braille and Moon-type volumes. By the end of the war, Comber is in touch with about 18 blind people to whom she regularly sends reading materials.

Miss Josephine Ethel Wood is active in the work of the Child Welfare Society in Grahamstown in the Eastern Cape, when the war breaks out. She also nurses disabled people in her own home and volunteers as a nurse in the township during the worldwide influenza pandemic of 1918. It is during this time that the two redoubtable women meet.

When Miss Comber is recalled to England at the end of 1918, she persuades Miss Wood to take charge of the braille books and pamphlets and to start a library service.

Miss Wood's agreement marks the informal founding of the South African Library for the Blind (SALB).

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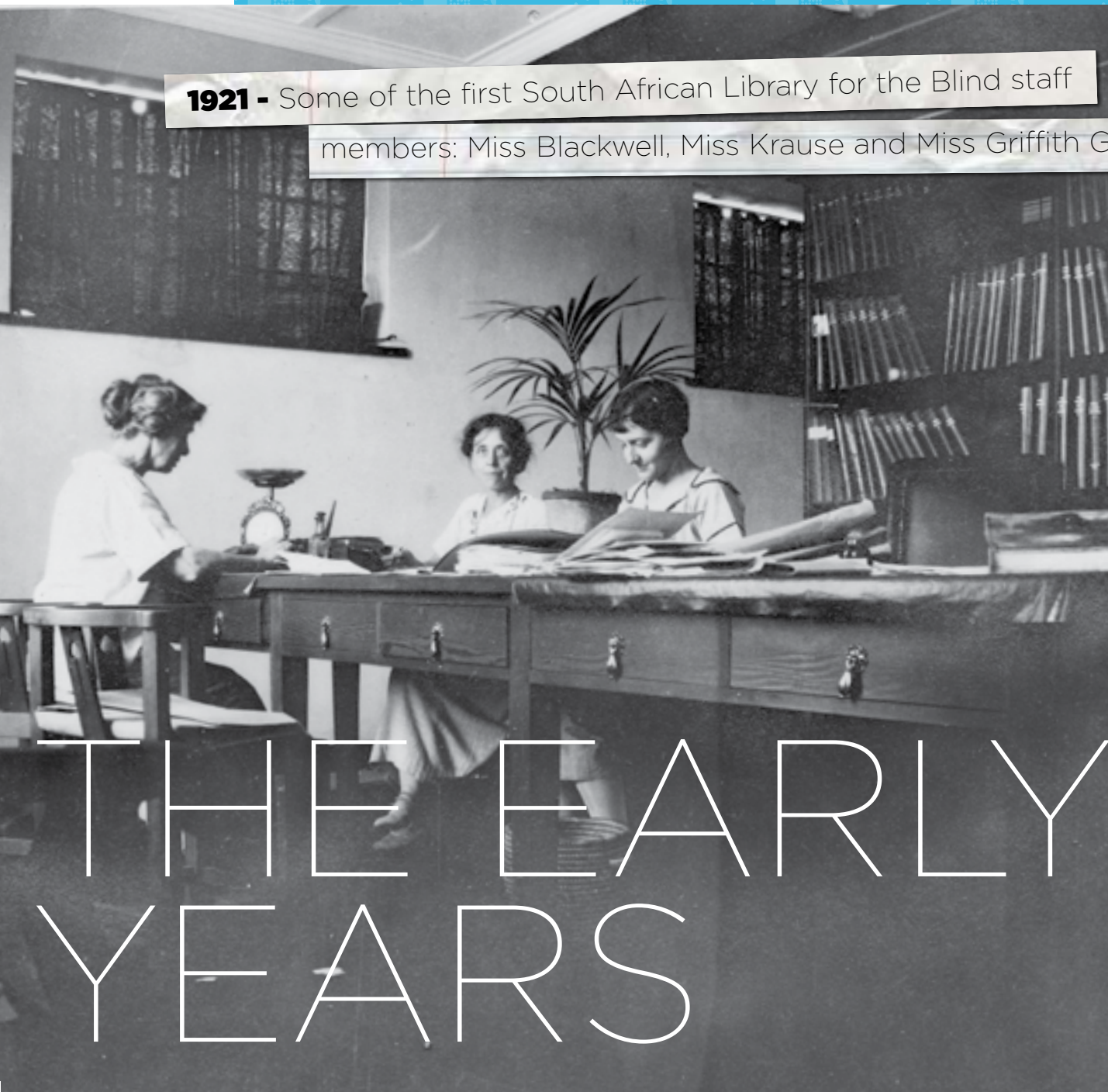
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1919 - Miss Josie Wood establishes a small library
in a little room in her house

PART A: GENERAL INFORMATION

1921 - Some of the first South African Library for the Blind staff members: Miss Blackwell, Miss Krause and Miss Griffith Green



1. PUBLIC ENTITY'S GENERAL INFORMATION

REGISTERED NAME:	South African Library for the Blind
REGISTRATION NUMBER:	Not applicable
PHYSICAL ADDRESS:	112B High Street Makhanda 6139
POSTAL ADDRESS:	PO Box 115 Makhanda 6140
TELEPHONE NUMBER/S:	+27 (0)46 622 7226
FAX NUMBER:	+27 (0)46 622 4645
EMAIL ADDRESS:	director@salb.org.za
WEBSITE ADDRESS:	www.salb.org.za
EXTERNAL AUDITORS:	Auditor General South Africa
BANKERS:	Standard Bank; ABSA
COMPANY/BOARD SECRETARY	Not applicable

2. LIST OF ABBREVIATIONS / ACRONYMS

AGSA	Auditor General of South Africa
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DAC	Department of Arts & Culture
DAISY	Digital Accessible Information System
IFLA	International Federation of Library Associations
PFMA	Public Finance Management Act
MTEF	Medium Term Expenditure Framework
NDPW	National Department of Public Works
SABA	South African Braille Authority
SALB	South African Library for the Blind
TIGAR	Trusted Intermediary Global Accessible Resources
WIPO	World Intellectual Property Organisation

3. CHAIRPERSON'S REPORT: 2018/2019



The Shareholder's Compact consisting of the Library's Strategic Plan, Annual Performance Plan and various other governance documents was signed on the 7th of June 2018 by the honourable Minister of Arts & Culture, Nathi Mthetwa and Ms. Zama

Phakathi on behalf of the Board. The Compact commits the Board and Management to its fiduciary responsibilities and the achievement of set performance objectives for the year. The Board of the South African Library for the Blind monitored the implementation and progress of the Library's financial and performance related responsibilities during three meetings that took place during July and October 2018 and February 2019.

The Board is satisfied to report that the Management and Staff of the Library successfully achieved 18 of the 20 set objectives for the year. This is a 90% achievement rate which is 3% higher than the average five-year average performance ratings. The Library experienced severe challenges with book distribution this financial year due to service delivery failures by the South African Post Office (SAPO). The Library is highly dependent of the SAPO for the distribution of its accessible reading material to its 7,776 members across South Africa. Reading material sent between the Library and its members often took very long or in some instances did not arrive at its destination. This matter is closely monitored and a follow-up meeting with the Executive of the SAPO is planned. In addition to the SAPO challenge Library Management also experienced unplanned challenges with the implementation of a new Library Management System that was initiated late during 2017. The IT Service Provider struggled to address challenges with two modules crucial for the preparation and distribution of reading material to members. Staff had to resort to manual operations which had an impact on the book circulation objective for the year.

Service delivery issues raised by Library members were deliberated on. It was determined that Library Management should improve communication with members about matters related to the library which may have an impact on service delivery. The Board issued a statement to all members recognising the frustrations of certain library members and that the Board would support Library Management to address those challenges. The Board is pleased to state that since then an additional monthly newsletter is circulated

to all members, the accessibility of the Library Website is under review and a quarterly accession list is circulated to members.

Revenue for 2018/2019 increased by 7% from the previous year to R35 945 000. Expenditure increased by 8.4% from the previous year to R35 587 000. The Subsidy from the Department of Arts & Culture represents 59.4% of the total expenditure which is a 0.2% increase from the previous year. The rest of the expenditure was funded from own resources and through the Library's fundraising initiatives. The fact that revenue and expenditure is increasing annually is an indication of the vibrancy of the Library and that its services are in high demand. It is therefore important to have the required resources available to respond to reading demands of members. The Library is successful in raising money to respond to certain service delivery demands through partnerships with Provincial and Local authorities. The expansion of services on National level is dependent on the financial support by the National Department of Arts and Culture. The current financial support by the Department is appreciated but is not allowing the Library to expand the National role as required by the Library Act. The Board urges the Department to assess its role in supporting the Library to honour its mandate and to reach more blind and visually impaired people of South Africa.

The Board is supporting Library Management in all its efforts to achieve its objectives. The relationship between the Board and Library Management is positive and open. The greatest asset of the Library is the staff of the Library. The Board appreciated the positive labour relations that exist and also notes with appreciation the healthy working relationship between management and the staff of the library. The outcome of this is the positive performance results achieved by the Library in the past financial year. The Board is committed to ensure that this productive working environment is strengthened and to guide management to sustain the positive working relationships to benefit the blind and visually impaired members of the library.

Dr W Rowland

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

4. DIRECTOR'S REPORT: 2018/2019



The Library achieved a commendable 90% of the 20 objectives set for the year. Two of the 20 targets for the year could not be achieved i.e. to service the target amount of playback devices and to circulate the required number of books to our members. All

playback devices received for service were attended to. The target will be reformulated as a qualitative target in the next Strategic Plan of the Library since the library has no control over the number of devices members send to the library to be serviced.

The circulation of material was influenced by two factors. The first was the implementation of a new Library Management System. Two of the crucial modules to assist library staff with the preparation of reading material specific to the reading interest of the library members did not live up to requirements as well as the quick provisioning of specific books requested by our members. Library staff had to resort to a manual selection and distribution operation which slowed down the number of books circulated to library members.

The second factor that had an impact on the book circulation was that the Library could not rely on the South African Post Office for the delivery of books, i.e. to our members and back to the library. Huge delays of books were experienced, and it was difficult to determine where the bottlenecks were. The Library understood the frustration of our members and apologised on various occasions for the delays via communication channels and personally. The Library staff operated under severe strain during this time. The Library Management System challenges have been addressed by reverting back to the system used before. Unfortunately, the postal delays are still experienced from time to time and the Library Management and Board will engage with the senior management of the South African Post Office in the new financial year to highlight the problem and to find alternative solutions.

Despite the above-mentioned challenges, the library still achieved 18 objectives. The Library established 33 new mini-libraries across South Africa, 1,112 audio and braille titles were added to the catalogue and 910 new members joined the Library. All these figures are an increase compared to the previous financial year. The total membership of the Library at the end of the reporting period stands at 7,776 which is a growing trend compared to the previous year.

The Director attended the annual conference of the International Federation of Library Associations (IFLA) in Malaysia. The theme of the Conference was "Transform Libraries, Transform Societies" with the additional tagline: "Reaching out to the hard to reach". The theme was chosen in recognition of the critical role played by libraries in

the development of a nation particularly in their ability to transform societies. The Conference was attended by more than 3,500 participants from 110 different countries. The Director attended two meetings of the Section for Libraries Serving People with Print Disabilities. Various items were addressed such as the action plan of the Section as well as the initiatives of the Accessible Book Consortium. The SALB is ranked number five Internationally in terms of most downloads using the Book Service on behalf of our members. The Section appointed a task team to update a publication called: Libraries for the Blind in the Information Age - Guidelines for development in 2005. The purpose of this document is to provide libraries, governments, and other stakeholders with a framework for developing library services for people who are print disabled. The Director will serve on the Reference Team during the update of the document.

Library Management and the Board would yet again like to urge the Ministers of Arts & Culture as well as Trade & Industry to lobby Government to ratify the Marrakesh Treaty. IFLA, the World Blind Union, the Canadian Association of Research Libraries and other collaborated on the publication of a publication entitled: Getting Started - Implementing the Marrakesh Treaty for persons with print disabilities. A practical guide for librarians. This publication was launched during the IFLA Conference and serves as a starting point or template that can be customised in each Marrakesh Treaty country for implementation.

Each year, 4 blind or partially sighted learners are afforded an opportunity to visit the SALB. The learners are generally grade 11 pupils from pre-identified schools for the blind across South Africa. During a period of 1 working week, the pupils spend some time in each work section at the SALB to learn and experience what type of work is conducted in the respective work disciplines, e.g. Finance, HR, Braille Production, Audio Production, IT, etc. This year, the pupils were from Zamokuhle and Efata School for the Blind.

Management understands the importance of continuous learning and development and promotes this principle at the SALB. During the year under review, at least 4 staff members were engaged in formal qualification studies subsidised by the SALB, 8 staff members attended short course training sessions; 8 managerial staff members attended a 2 day in-house training course on Tender and Contracts Management, 13 staff members attended a two-day in-house training course on Etiquette and Customer Relations and at least 6 staff attended other conferences and seminars.

The Library appointed one permanent employee in the position of Finance and Admin Clerk to replace a staff member who resigned earlier in the year. Other appointments included one Mini-Library Project Coordinator for each of the respective Provinces of Free State, Gauteng, Mpumalanga and North West; four Interns, to assist in the IT and Technical Services sections, Braille Production section, the Projects section and one recently qualified Librarian. The Library also

appointed a Public Relations and Communications Officer on a 6-month contract basis to assist with related matters during the Centenary celebrations.

During the last quarter of the reporting period, the long-anticipated Centenary celebrations of the Library commenced. On the 28th of March 2019, the Library hosted two events. The Library launched the Centenary celebration book entitled, The South African Library for the Blind - A Diary of the Library - A 100-year historical overview, during an afternoon event. The book is a celebration of historical facts about the library, photos as well as other information about blind people and events. The print, audio and braille versions of the book were launched simultaneously. The Centenary Book launch was followed by a Gala Dinner event later that evening. More than 170 guests attended both functions which included invited library members from across South Africa, staff members, representatives from the corporate and government sector as well as the Minister of Justice and Correctional Service the Honorable Minister Michael Masutha. The Library also introduced two videos specially commissioned for the Centenary celebrations.

Special awards were handed over to audio and braille volunteers who assisted the Library with the production of accessible reading material. The Narrator of the Year Award for Mr. Jeremy Riches was awarded posthumously. He narrated 393 books over 20 years.

The SALB Centenary celebrations will continue throughout 2019 and will involve our members as far as possible. The SALB is proud of what has been achieved this past financial year. We also acknowledged where we did not serve our members optimally and we learnt from that. The South African Library for the Blind is a dynamic and responsive library that will respond with new and innovative service delivery options in the new year.



Mr F Hendrikz
Director

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed in the annual report is consistent with the annual financial statements audited by the Auditor General.

The annual report is complete, accurate and is free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the Auditing standards applicable to the public entity.


The accounting authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.

The accounting authority is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

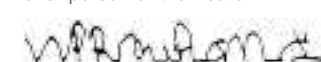
In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the entity for the financial year ended 31 March 2019.

Chief Executive Officer



F Hendrikz
July 2019

Chairperson of the Board



Dr W Rowland
July 2019

6. STRATEGIC OVERVIEW

6.1. VISION

The South African Library for the Blind is the leading Library in Africa providing equal access to information in accessible formats that improves the quality of life of blind and visually impaired people.

6.2. MISSION

The South African Library for the Blind renders a Library and information service to blind and visually impaired people through the production of accessible South African reading material in development of a comprehensive Library collection and rendering of advisory services to promote access to information.

6.3. VALUES

The focus of the South African Library for the Blind is to make a difference and to add value to the lives of print disabled people. To make this possible, all our activities are guided by the following values:

a. Trust

We base our working relationship on honesty and integrity.

b. Respect

We respect people, time and property equally.

c. Teamwork

We work together as a dedicated and loyal team.

d. Positive attitude

We approach everything in an enthusiastic and constructive manner.

e. Communication

We communicate in a responsive, clear and appropriate manner.

f. Development

We actively support staff and infrastructure development to promote individual and organisational growth.

7. LEGISLATIVE & OTHER MANDATES

The South African Library for the Blind is recognised in Schedule 3A of The Public Finance Management Act (Act 1 Of 1999) as a national public entity.

7.1 CONSTITUTIONAL MANDATE

The South African Library for the Blind's mandate is subject to and in accordance with the South African Constitution and the South Africa Library for the Blind Act 91 of 1998. It is legally committed to the values upon which the democratic South African state is founded and in particular to those of equality, human dignity, the advancement of human rights and freedoms, non-racialism, non-sexism, accountability and democracy. In addition, it strives to make a contribution to Africa by being an available resource of advice and expertise.

In support of the above, the South African Library for Blind Act 91 of 1998 mandates the Library to:

- produce documents in special mediums such as Braille and audio formats for use by its readers;
- develop standards for the production of such documents;
- research production methods and technology in the appropriate fields; and
- acquire and disseminate the technology required by people with print disabilities to read.

This mandate commits the Library to:

- maintain the quality of its Library and book production services through appropriate resources;
- expand its products and services to the print-handicapped;
- expand its collection of reading material and provide access to it;
- sustain sensitivity for the reading needs of its constituency;
- research applicable technology and Braille codes for potential application;
- develop and preserve its human resource skills base;
- maintain and develop good relations with its readers, suppliers, funders, the State and publishers; and
- expand its marketing and fundraising program.

The Library serves a very particular constituency and in this regard:

- it is socially committed to strive, by its own efforts and in co-operation with others, for the removal, as far as possible, of access barriers to information; and
- to provide a quality service to meet, as fully as practicable, the information needs of all South Africans who are blind or print-handicapped.

7.2 LEGISLATIVE MANDATES

The South African Library for the Blind derives its mandate from the South African Library for the Blind Act No. 91 of 1998.

The mandate is further strengthened by complying with the following legislation:

- **Public Finance Management Act:**

The first and most important is full compliance with the provisions of the Public Finance Management Act and Treasury regulations. In addition, the Library's financial policies are reviewed in order to ensure continued alignment with the provisions of the Public Finance Management Act and the Treasury Regulations. The Library has a fully-operational internal audit structure.

- Employment Equity Act

After carefully considering the definition of an Organ of State, as defined in the Constitution of South Africa, we believe that the SA Library for the Blind falls under this category and is therefore required to conform to the requirements of the Employment Equity Act. Because the Library employs fewer than 150 employees, we are regarded as a small organisation in terms of the Employment Equity Act.

- Skills Development Act

Skills Development is a very important aspect in any organisation. The Skills Development Act also requires designated employers to submit formal plans on an annual basis to the relevant SETA. The SA Library for the Blind complies to this requirement.

- Promotion of Access to Information Act

The Library submitted their Section 51 Manual in terms of the Promotion of Access to Information Act to the SA Human Rights Commission during 2011. The Manual was done in English.

During 2012, the manuals were also translated into Afrikaans and isiXhosa for ease of reference.

- Occupational Health & Safety Act

The Library has a Health & Safety Committee in place. The Committee functions are in line with the Act and they meet as prescribed.

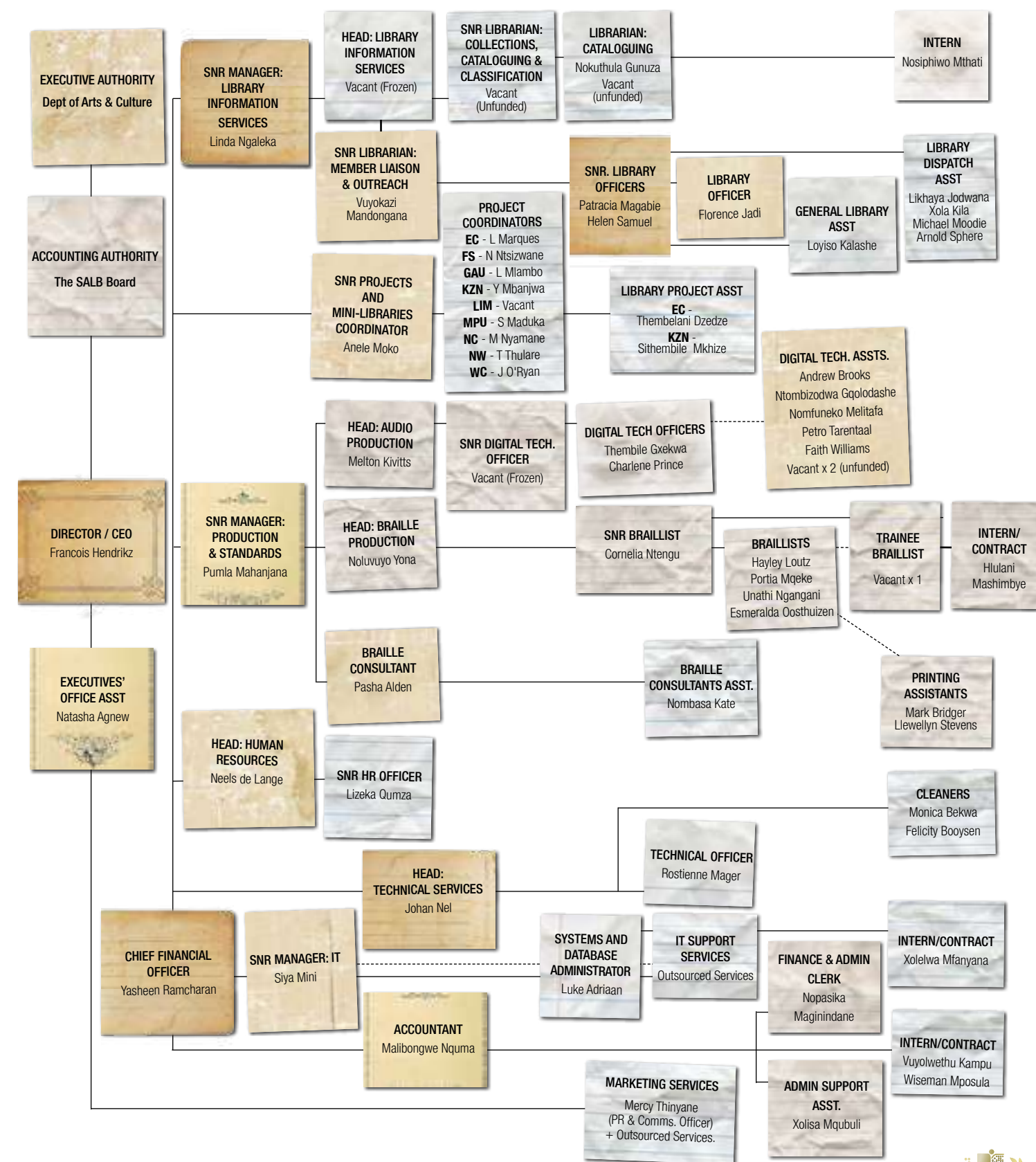
7.3 POLICY MANDATES

The Strategic Plan has been developed within the framework of the United Nations Millennium Goals, the National Priorities of the South African Government and the United Nations Convention on the Rights of Persons with Disabilities which has been signed and ratified by the SA Government.

In addition, the work of the Library is in direct support of the Vision and Mission of the Department of Arts & Culture.

8. ORGANOGRAM

31 MARCH 2019



9. SALB STAFF MARCH 2019



Back Row: Thembile Gxekwa, Mark Bridger, Andrew Brooks, Michael Moodie, Neels de Lange, Loyiso Kalashe, Johan Nel, Anele Moko, Malibongwe Nquma, Vuyokazi Mandongana, Noluvuyo Yona
2nd Row: Florence Jadi, Xola Kila, Arnold Sphere, Luke Adriaan, Petro Tarentaal, Pumla Mahanjana, Natasha Agnew, Nombasa Kate, Likhaya Jodwana, Thembelani Dzedze, Nokuthula Gunuza, Melton Kivitts, Cornelia Ntengu
1st Row: Portia Mqeke, Hayley Loutz, Lizeka Qumza, Nosiphiwo Mthati, Yasheen Ramcharan, Francois Hendrikz, Pasha Alden, Wiseman Mposula, Xolelwa Mfanyane, Linda Ngaleka
Seated: Llewellyn Stevens, Charlene Prince, Unathi Ngangani, Faith Williams, Patricia Magabie, Hluhlani Mashimbaye
Absent: Monica Bekwa, Felicity Booyesen, Ntombizodwa Gqolodashe, Rostienne Mager, Nopasika Maginindane, Nomfuneko Melitafa, Siya Mini, Xolisa Mqubuli, Helen Samuel

1959 - The first South African Library for the Blind staff photo



PART B: PERFORMANCE INFORMATION

1926 - Miss Josie Wood at the entrance to the SALB



THE LIBRARY
FINDS A HOME

1. AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

The AGSA currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the auditor's report.

Refer to page 42 of the Report of the Auditors Report, published as Part E: Financial Information.

2. SITUATIONAL ANALYSIS

2.1. Service Delivery Environment

The SALB operates under Programme 6 of the activities of the Department of Arts & Culture, i.e. to facilitate full and open access to archival and information resources of South Africa.

In the SALB's case these activities are focused on the blind and visually impaired citizens of South Africa. The objectives of the Library therefore are in support of the Department of Arts & Culture's objective to guide, sustain and develop Library and information resources of South Africa so that good governance is supported, socio-economic development is sustained and citizens are empowered through full and open access to these resources. There are, however, a number of challenges facing blind and visually impaired people when it comes to access to information resources. These challenges influence the SALB in executing its core mandate and the role it plays on a broader social level. As part of strategic resource planning the Library is faced by the following challenges:

- Scarce skills
- Organisational structure

- Building constraints
- Connectivity
- National funding priority
- Expensive and imported technology
- Target market expansion
- Legal compliance funding needs
- Copyright and International access to reading material

In terms of opportunities the Library is the only one of its kind not only in South Africa but also on the African Continent. Although there are scarce skills in audio and Braille production the Library has well-trained staff to produce accessible reading material for blind and visually impaired people. The Library's content is digitised which makes it easy to distribute material nationally and internationally. The Library plays an important role in collaboration with International organisations such as the World Intellectual Property Organisation to address the lack of sharing digital book files across international borders. The Library is also a member of the International Federation of Library Associations where we share and exchange knowledge about Library service delivery to our unique market. The Library has added a third reading format to its production line, i.e. tactile books for children. This contributes to literacy and the love for reading with children. Collaboration with Provincial Library Authorities contributed to the establishment of Digital Library Service Points in various public libraries. Expanding the membership base of the Library through this Mini-Library Project is crucial to reach as many members as possible.

The Mzansi Golden Economy of DAC provides additional opportunities for the SALB specifically in skill development and employment. The SALB will initiate an annual program whereby blind and visually impaired learners in Grade 11/12 will have the opportunity to learn all aspects of the operations performed by the Library. Apart from receiving a stipend during the period at the Library it will expose the learners to various career options they may follow.

2.2. Organisational Environment

The Library is a National Institution with very unique functions as the only Library for the Blind in the country and on the African Continent. The Library is therefore fully dependent on itself in terms of working out its organisational challenges in terms of audio and Braille book production, training of staff in these disciplines and obtaining and making available the necessary resources to render services and products.

The Board members are Dr William Rowland as the Chair of the Board, Mr Michael Watermeyer, Ms Sebenzile Matsebula and Ms Vangile Nyamathe. Five new members were appointed, i.e. Dr Shirlene Neerpath, Ms Zamaswati Phakathi, Ms Elizabeth Ramaoka, Mr Niesh Ravgee and Mr Xolisa Yekani.

The new term of the Board started in October 2016 and the new Members were introduced to the Library and briefed on their role and function during a two-day induction meeting. The Annual Performance Plan of the SALB for the 2018/2019 Financial Year was approved by the Board during September 2017.

The Library places a high value on the implementation of a comprehensive training and development plan to expand and improve the skills of Library staff and the volunteers of the Library. This is necessary because of the unique skills required by the Library.

To create jobs and to address the scarce skills challenge the Library is pursuing the implementation of an apprenticeship program for blind and visually impaired learners in Grade 11/12. This includes partnerships with other organisations for the Blind and Visually Impaired people to develop the required skills set.

A project has been registered with the Department of Public Works to redesign the Library building to accommodate its medium and long-term space needs.

The Library's functions are in support of the Vision and Mission of the Department of Arts & Culture. Through the production and distribution of accessible media to blind and visually impaired people in South Africa this target group becomes part of social cohesion, nation-building, sharing in the art and culture of South Africa and as well as its languages.

The organisational environment is limited due to the small but important market served but the challenges faced by the market are huge in terms of accessibility to reading material.

Nationally

The core performance environment of the Library is guided but not limited to the broad goals and objectives of the Department of Arts & Culture with specific reference to:

- Job creation through the planned Apprenticeship program for blind and visually impaired matriculants;
- Access to information through continued production of accessible reading material and to participate with International Organisations to allow the free exchange of book files between countries;
- Revitalizing the public libraries of South Africa through the establishment of Digital Mini-Library service points in public libraries of all the provinces in South Africa;
- Promotion of Linguistic Diversity through the production of accessible reading material in all the official languages of South Africa as well as tools in applying international rules and standards in developing training material in those languages.

In addition, the Library will consider various options to provide Internet access for our members to allow access to electronic accessible services. The Library will increase its print and electronic marketing efforts to raise its visibility and collaborate with various organisations to attract more members.

The continuously growing financial and other resource demands of the annual audits will be raised and discussed with the Board and the Office of the Auditor-General in an effort to find a solution to the challenge.

Africa

The Library will identify opportunities to promote the work done by the Library in Africa. We will pursue opportunities to form partnerships with organisations in countries with established infrastructure to render Library Services or general services to blind and Visually Impaired people. This will be done with the assistance of strategic partners, nationally and internationally.

Internationally

The Library is a member of the International Federation of Library Associations Section for Libraries Serving People with Print Disabilities. The CEO is an active member of the Section. The Library is a founding member of the Accessible Book Consortium (ABC) under the auspices of the World Intellectual Property Organisation (WIPO) which is one of the specialised agencies of the United Nations. The Library is an active member of the ABC Global Book Service in terms of uploading and downloading accessible books for all international members of the Service. SALB members enjoy the benefits of over 355,000 titles accessible free from our catalogues. Library Management in association with other stakeholders such as the National Council for Library and Information Services continues to lobby the South African Government, i.e. the Department of Trade and Industry to ratify the Marrakesh Treaty. To date, 11 African Countries ratified the Treaty but the South African Government has not done so. Once the Treaty is ratified it will make it possible to obtain access to titles internationally, offering a broader choice for the registered library members.

2.3. Key Policy Developments and Legislative changes

No Legislative or Policy changes were instituted during the reporting period that affected the work of the Library.

2.4. Strategic Outcome Oriented Goals

The strategic goal of the Library is to render a National Library Service to blind and visually impaired people. This has been achieved during this reporting period as indicated in the following section where the performance of the various sections of the Library is explained. The Library achieved 90% out of the total of 20 objectives set for the year. The rest of the objectives were partially achieved.

3. PERFORMANCE INFORMATION BY PROGRAMME/ACTIVITY/OBJECTIVES

3.1 Programme 1: Administration

Sub-programme Human Resource & Support Services

Strategic objectives, performance indicators planned targets and actual achievements

Strategic Objectives	Indicators as per APP	Actual Achievement 2017/2018	Planned Target	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement 2018/2019	Comment on Deviations
To expand the library's Human Resource base with the appointment of 5 new staff members as full time employees by 31 March 2022.	Appointment of new staff members	1	2	2	-	-
To engage and develop the skills of 20 blind and or visually impaired learners through an Apprenticeship Program by 31 March 2022.	Apprenticeship program for Visually impaired learners	4	4	4	-	-
To reach out to 5 African countries to develop capacity to render Library and Information Service to blind and visually impaired people by March 2022.	African country outreach	1 (Malawi)	1	1 (Ivory Coast)	-	-

3.2. Programme 2: Business Development

Sub-programme 2.1: Library & Information Service

The purpose of this Programme is to develop a balanced collection of audio and Braille material in line with Copyright Legislation and to issue and receive reading material and reading devices to the members of the Library.
The Programme consists of Circulation (Audio and Braille) and Cataloguing

Strategic objectives, performance indicators planned targets and actual achievements

Strategic Objectives	Indicators as per APP	Actual Achievement 2017/ 2018	Planned Target 2018/ 2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/ 2019	Comment on Deviations
To catalogue 2,970 audio book titles to the Library's collection by March 2022.	SALB produced Audio book titles catalogued	590 new audio titles added to the catalogue	600	612 new audio titles added to the catalogue	+12	Within 5% of target deviation approved by the Board and was within budgeted resources to be accommodated.
To catalogue 2,400 Braille book titles to the Library's collection by March 2022.	SALB produced Braille book titles catalogued	465 new braille titles added to the catalogue	490	500 new braille titles added to the catalogue	+10	Within 5% of target deviation approved by the Board and was within budgeted resources to be accommodated.
To register 3,290 new library members by March 2022.	Library membership registration	818 members registered	660	910 members registered	+250	The increase is due to positive growth in membership as new Mini-Libraries are established in various Provinces and was within budgeted resources to be accommodated.
To establish 158 new Mini-libraries by March 2022.	Mini-library establishment	30 mini-libraries established	32	33 mini-libraries established	+1	Within 5% of target deviation approved by the Board and was within budgeted resources to be accommodated.
To circulate 642,030 reading material items by March 2022.	Circulation of reading material	128,816 items circulated	128,406	57,774 items circulated	-70,632	Strikes and Postal delays by the Post Office was the main reason for not achieving this target. There was also a Library Management system module problem during the year where circulation reports could not be generated.
To download 500 TIGAR files by March 2022.	Trusted Intermediary Global Accessible Resources (TIGAR) files downloaded	151 TIGAR files downloaded	100	144 TIGAR files down-loaded	+44	Staff gained competency in using the system and the process is more streamlined; thus, more titles were downloaded free of charge and copy right cleared. No additional resources were expended due to overachievement.

Sub-programme 2.2: Braille Production

Strategic objectives, performance indicators planned targets and actual achievements

Strategic Objectives	Indicators as per APP	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019	Comment on Deviations
Produce 1,200 SALB Braille titles by March 2022.	SALB Braille titles produced	242 Braille titles were produced	240	243 Braille titles were produced	+3	Within 5% of target deviation approved by the Board and was within budgeted resources to be accommodated.
Produce 1,200 supplier Braille titles by March 2022.	Supplier Braille titles produced	204 supplier titles were produced	250	257 supplier titles were produced	+7	Within 5% of target deviation approved by the Board and was within budgeted resources to be accommodated.
Produce 170 Indigenous Braille titles by March 2022.*	Production of Indigenous braille titles	37 new indigenous language Braille titles were produced	35	37 new indigenous language Braille titles were produced	+2	More content became available during the year to produce additional titles. This was within budgeted resources to be accommodated .

Sub-programme 2.3: Audio Production

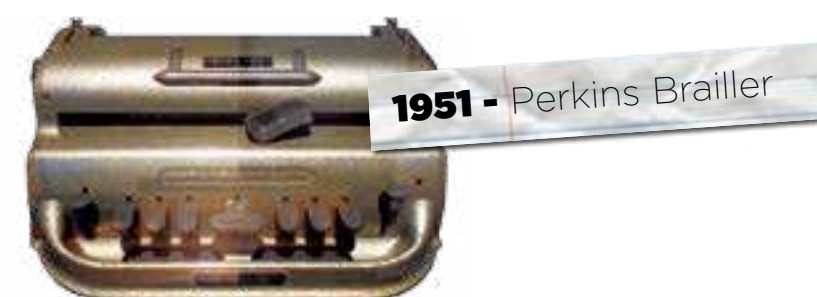
Strategic objectives, performance indicators planned targets and actual achievements

Strategic Objectives	Indicators as per APP	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviaion from Planned Target to Actual Achievement for 2018/2019	Comment on Deviations
Produce 1,340 SALB digital audio titles by March 2022	Production of SALB Audio Titles	Produced 270 newly narrated digital audio book titles	270	Produced 275 newly narrated digital audio book titles	+5	Within 5% of target deviation approved by the Board and was within budgeted resources to be accommodated.
Process 1,630 supplier audio titles by March 2022	Processing of Supplier Audio titles	Processed 320 supplier audio digital titles	330	Processed 337 supplier audio digital titles	+7	Within 5% of target deviation approved by the Board and was within budgeted resources to be accommodated.

Sub-programme 2.4: National Braille Consultancy

Strategic objectives, performance indicators planned targets and actual achievements

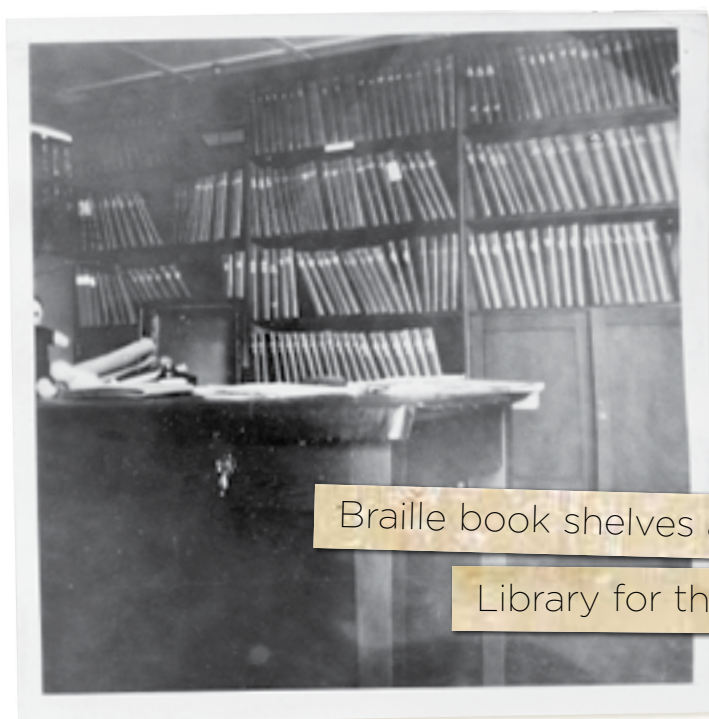
Strategic Objectives	Indicators as per APP	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019	Comment on Deviations
To produce 90 pre-school tactile picture books by March 2022.	Tactile book titles produced	18 tactile books produced	18	18 tactile books produced	-	-
To provide training in Braille standards and facilitate the reading of tactile picture books at 20 special schools by March 2022.	Braille and Tactile standards training	4	4	5	+1	Additional interest from schools were shown and was within budgeted resources to be accommodated.
To update a Braille SiSwati training manual by March 2018.	SiSwati Training Manual	1 Manual	-	-	-	-
Plan and administer 10 Braille Transcriber Examinations by 2022.	Braille Transcribers Examinations	2 Braille examinations were administered	2	2 Braille examinations were administered	-	-



Sub-programme 2.5: Technical Services

Strategic objectives, performance indicators planned targets and actual achievements

Strategic Objectives	Indicators as per APP	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019	Comment on Deviations
Service 5,906 digital playback devices by March 2022.	Digital Playback devices serviced	780 Players were serviced	1 323	612 Players were serviced	-711	All Players received for servicing were repaired. A lower number of players received from members for maintenance is a positive indicator of quality machines and good care and maintenance.
Prepare 3,250 new digital playback devices for distribution through Library Services by March 2022.	Preparation of digital playback devices for distribution	1070 Digital players were distributed to new Library members.	650	1196 Digital players were distributed to Library members.	+546	The increased numbers relate to the additional membership registration during the year, as well as replacement players issued to existing members for the older player models that could not be repaired. This was within budgeted resources to be accommodated.



Braille book shelves at the South African Library for the for the Blind

3.3 Programme 3: Public Engagement

Sub-programme - Marketing

Strategic objectives, performance indicators planned targets and actual achievements

Strategic Objectives	Indicators as per APP	Actual Achievement 2017/2018	Planned Target 2018/2019	Actual Achievement 2018/2019	Deviation from Planned Target to Actual Achievement for 2018/2019	Comment on Deviations
Outsource the research, writing and publishing of a publication about the 100 year history of the Library by March 2018.	SALB Centenary publication	1	-	-	-	-
Draft a Centenary Celebration event plan by March 2017 and host an event by March 2019.	SALB Centenary celebration plan & event hosted	1 event plan in place	1 Event hosted	1 Event hosted	-	-

Y Ramcharan

Y Ramcharan
CFO

31 May 2019

F Hendrikz

F Hendrikz
Director

31 May 2019

PART C: GOVERNANCE

1. INTRODUCTION

The South African Library for the Blind governance processes comply with existing corporate governance processes and systems. All activities of the Library are directed, controlled and can be accounted for. In addition to the requirements of the South African Library for the Blind Act 91 of 1998 corporate governance is applied through the precepts of the Public Finance Management Act (PFMA) and run in tandem with the principles contained in the King's Report on Corporate Governance where applicable. The Library reports to Parliament once a year and meets with the Portfolio Committee when required.

2. PORTFOLIO COMMITTEE

No Portfolio Committee meetings were scheduled during 2018/2019.

3. EXECUTIVE AUTHORITY

The Management of the Library submitted four quarterly reports to the Department of Arts & Culture as required.

4. THE ACCOUNTING AUTHORITY / BOARD INTRODUCTION

The SALB Board is appointed in accordance with the South African Library for the Blind Act 91 of 1998. The Board is responsible and accountable for the Library's performance and strategic direction.

The role of the Board is as follows:

- to formulate the policies of the Library for the Blind;
- to approve the budget of the Library for the Blind;
- to approve the financial statements of the Library for the Blind;
- to advise the Minister with regard to matters with which the Library for the Blind is concerned; and
- to furnish the Minister with such information as the Minister may require.

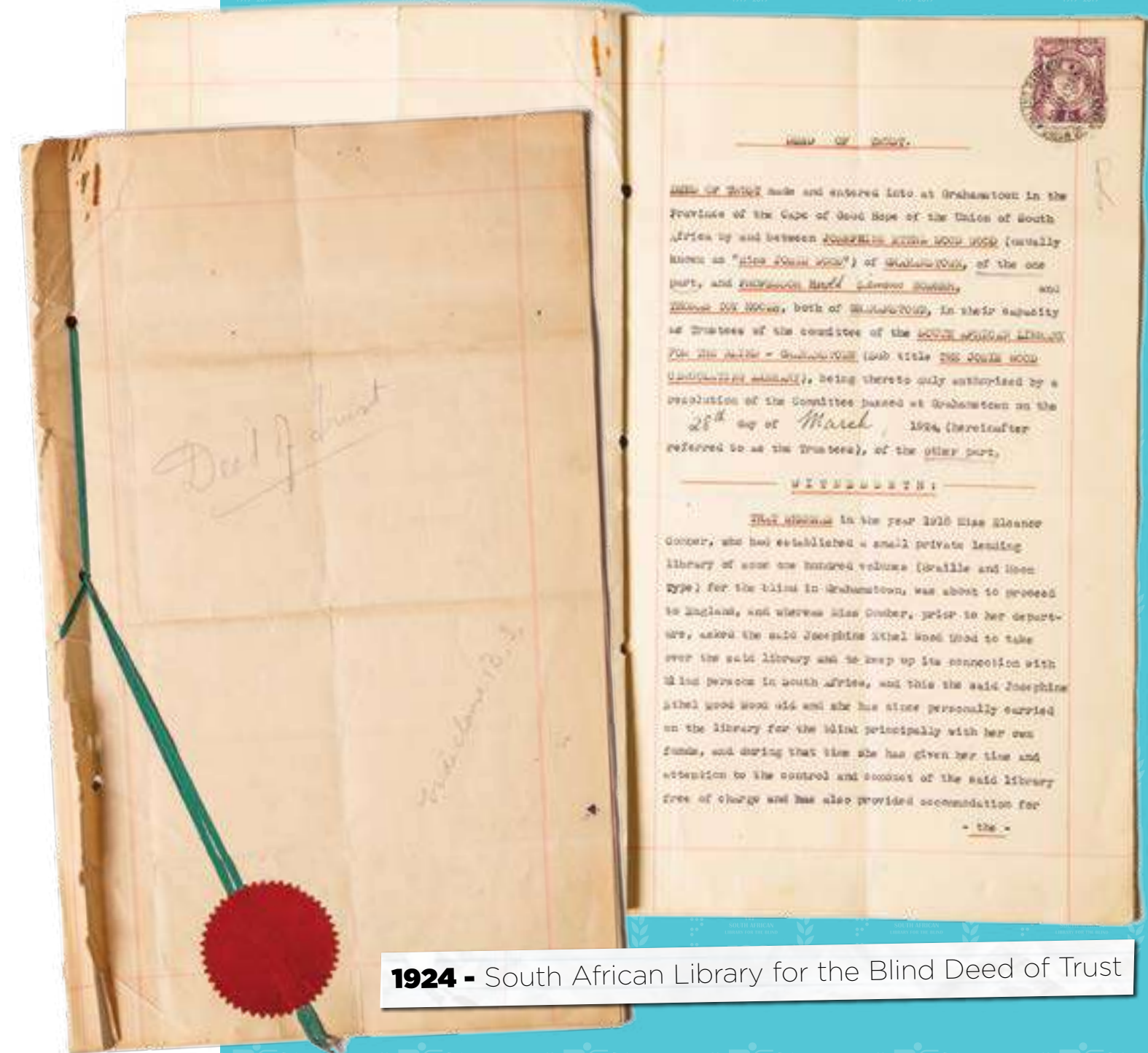
Board Charter

The Board Charter was approved by the Board during August 2008. The Board aligns its legal responsibilities with the Charter and complies with all requirements.

1922 - The first South African Library for the Blind building



1924 - South African Library for the Blind Deed of Trust



Composition of the Board

Name	Designation	Date appointed	Qualifications	Area of Expertise	Board Directorships
Dr (Mr) WP Rowland	Chairperson	2013	MA - 1977 PhD - 1985	<ul style="list-style-type: none">Human ResourcesBraille Production ResearchDesigner of Braille Writing Slate SAOrganisational ManagementLibrary Services for Blind People	<ul style="list-style-type: none">National Library of SACouncil of Higher EducationCouncil of Univ of JohannesburgTaqanta Financial GroupCouncil of National English Literary MuseumHonorary Life Member - World Blind Union
Mr N Ravgee	Board Member	2016	Bsc (Info Proc) H.Dip.Accounts CA (SA)	<ul style="list-style-type: none">Financial Management	<ul style="list-style-type: none">IRBASAICAIRMSAIOD
Ms Joy Sebenzile Matsebula	Board Member	2013	BSc - 1981 MS - 1984 Phd (incomplete) - 1995	<ul style="list-style-type: none">Bio StatisticsResearch & DevelopmentDisability: Mainstreaming DisabilityGovernanceBusiness Science	<ul style="list-style-type: none">IODHonorary Life Membership to Rotary ClubOrder of Distinguished Service: HE. King Mswati III, Kingdom of Swaziland
Dr S Neerputh	Board Member	2016	BA B Bibl Honours B Bibl Masters PhD (Library & Information Science)	<ul style="list-style-type: none">Library Management & Leadership	<ul style="list-style-type: none">CHELSEALiasaSABINETNational Library for the Society for the Blind
Ms Vangile Gladys Nyamathe	Board Member	2013	BAdmin - Industrial Psychology 1991 MBA - General (WIP)	<ul style="list-style-type: none">Human ResourcesFinancialICT Training	<ul style="list-style-type: none">HIV and Aids See No DisabilitySoweto Workshop for the BlindJSB Training Academy
Ms Z Phakathi	Board Member	2016	BAdmin - B.Comm (HR & Business Management)	<ul style="list-style-type: none">Human ResourcesBusiness Management	<ul style="list-style-type: none">Commonwealth Business WomenDurban Chamber of CommerceKUMISAMnambithi TVET
Ms E Ramaoka	Board Member	2016	MA (Information Studies)	<ul style="list-style-type: none">ResearchMonitoring and evaluationInformation managementStrategy development and analysisPolicy development and analysis	
Mr Michael Sean Watermeyer	Board Member	2013	BA - 1992 LLB - 1995 Cobol Computer Programming Diploma -1996	<ul style="list-style-type: none">ManagementPersonnel, Human ResourcesFundraising, LiteratureGovernanceTransformation	<ul style="list-style-type: none">Life Honorary - NEADS CanadaHigher Education Committees
Mr X Yekani	Board Member	2016	BA Honours (Journalism) BA Media Studies	<ul style="list-style-type: none">ResearchStrategic Management	<ul style="list-style-type: none">Nkosinathi Foundation for the Blind and Partially Sighted PersonsSABC National Disability CommitteeDeputy Chair Provincial EE CommitteeSANCB

Remuneration of board members

Board members are remunerated according to National Treasury Guidelines. Board members employed by Government are excluded from remuneration. The SALB Act makes provision for reasonable travel and accommodation costs to be paid by the Library for Board members when executing official duties.

Board Member	Fees
Dr W Rowland	15 708,68
Mr M Watermeyer	2 382,00
Ms JS Matsebula	5 333,00
Ms E Ramaoka	3 511,00
Mr N Ravgee	7 409,59
Dr S Neerputh	5 893,00
Ms Z Phakathi	1 129,00
TOTAL	41 366,27

5. RISK MANAGEMENT

A Risk Management Policy is in place as confirmed by the Library's Internal Auditors. The strategy is based on the policy. Regular risk assessments are performed as required and verified by the Internal Auditors and the Library's Audit Committee. The management team of the Library serves as a Risk Management Committee which is lead by the Chief Financial Officer. The CFO and the CEO are responsible for addressing and mitigating identified risks. All risks identified on an annual basis are addressed in collaboration with the Audit Committee.

6. INTERNAL CONTROL UNIT

The Management Team of the SALB functions as the Internal Control Unit. Monthly meetings are conducted. Issues are raised with the Board where applicable during their quarterly meetings.

7. INTERNAL AUDIT AND AUDIT COMMITTEE

The key activities and objectives of the internal audit are as follows:

- Performing an assessment of the adequacy and effectiveness of the risk management processes;
- Analysing and evaluating defined business processes and associated controls;
- Evaluating the effectiveness of controls over the reliability and integrity of certain defined information for management purposes, with particular emphasis on financial information;
- Ascertaining the level of compliance with policies, plans, procedures, laws and regulations applicable to the work undertaken;
- Assessing the adequacy of controls to safeguard assets, including intangible assets applicable to the work undertaken;
- Assessing whether significant IT and capital projects, strategic programs and plans are appropriately documented, approved and implemented;
- Drawing attention to any failure by management to take remedial action with respect to control weaknesses identified and reported; and
- Assist the Audit Committee in achieving its objectives by evaluating processes.

The key activities and objectives of the audit committee are:

- To oversee the internal audit;
- Be responsible for recommending the appointment of the external auditor and to oversee the external audit process;
- Oversee integrated reporting and should have regard to all factors and risks that may impact on the integrity of the integrated report;
- Perform Risk management;
- Provide oversight on Information Technology Governance;
- Provide general oversight and reporting of sustainability by reviewing the integrated report to ensure that the information contained in it is reliable and that it does not contradict the financial aspects of the report;
- Oversee the provision of assurance over sustainability issues; and
- Ethics, Compliance, and Whistleblowing - be responsible for monitoring the ethical conduct of the Library, its executives and senior officials, by Reporting and Accountability - an independent role with accountability to the board.

A summary of the internal audit work done is provided in the report of the Audit Committee Chair. Specify summary of audit work done.

The table below discloses relevant information on the audit committee members.

Name	Qualifications	Internal or external	If internal, position in the public entity	Date appointed	Date resigned	Number of meetings attended
Ms C Grobler	Chartered Accountant & Registered Auditor	External		Thursday, 01 October 2015		4
Mr H Harnett	B. Accounting & Chartered Accountant	External		Thursday, 01 October 2015		1
Ms Anita Wagenaar	B.Com & B. Tax Honours	External		Thursday, 01 October 2015		1
Mr Leon Coopasamy	Chartered Accountant	External		Wednesday, 01 June 2016		2
Mr N Latif Kader	Chartered Accountant	External		01 August 2018		1
Ms A van der Merwe	Chartered Accountant	External		01 August 2018		1

8. COMPLIANCE WITH LAWS AND REGULATIONS

The Library complies with all applicable Laws and Regulations and is audited internally and externally for compliance.

9. FRAUD AND CORRUPTION

A Fraud Risk Management Policy is in place as well as an Anti Fraud and Anti Corruption Policy and Plan. The Library's affairs are conducted according to these documents and tested by Internal and External Audits. No fraudulent activities were raised during the financial year. The plan makes provision for various mechanisms to report fraud or corruption by anyone.

10. MINIMISING CONFLICT OF INTEREST

The Board and Management of the Library are aware of the potential conflict of interest that may arise in the supply chain management process. This is due to the small staff component of the Library in senior positions. Within this confinement delegations are carefully assigned in an effort to minimize conflict of interest. This matter was not raised during the recent Internal or External Audits.

11. CODE OF CONDUCT

The Library's conduct is guided by its Legislation, Conditions of Service, Disciplinary Code, shared value statement and values. Breach of any of the above is addressed through approved internal disciplinary practices.

12. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

Compliance:

The South African Library for the Blind complies with the OHS&E Act, 85 of 1993, in the following manner:

Health and Safety Representatives: Compliance according to H&S act: Every Institution/business/entity, which employs 20 or more people, in a shop/office type environment must comply by having ONE representative for every 100 workers, or part thereof. The SALB has 4 Health and Safety Representatives for just over 40 employees.

First Aid: Compliance according to H&S act: One First Aider must be available during a shift. The SALB has a minimum of 3 qualified First Aiders per shift.

H&S Committee: The Representatives must have regular meetings to discuss OH&S issues. This has been changed in the new Act to a H&S committee meeting once every quarter, and that the minutes of these meetings must now be signed by the CEO of the organisation. The SALB conducted these meetings regularly when there were contractors on site. These will now take place once a quarter and the minutes signed by the CEO. The minutes of these meetings will be kept for a minimum of 3 years, on file.

Evacuation plans: Evacuation procedures must be in place and personnel must be made aware of procedures. The SALB does have a comprehensive evacuation plan, and emergency evacuation drills are held at least twice a year. The Library

has an Evac-Chair to assist people down a staircase. Training on how to use this chair to evacuate an injured staff member from the building in the event of an injury which prevents them from doing so themselves, will be given to the First Aiders. The fire extinguishers in the Library are serviced and checked annually by A&L Fire in Port Elizabeth under contract by NDPW. Proof of the visits can be seen on the service card of each fire extinguisher. The elevator in the Library is checked once a month, by Schindler, also under contract by NDPW. Records of these monthly inspections and the repairs that were required, if necessary, are noted on these inspection documents, and are kept on file.

13. COMPANY / BOARD SECRETARY

Not applicable.

14. SOCIAL RESPONSIBILITY

The core function of the Library, i.e. to render a library and information service to blind and print handicapped people is a social responsibility service. Services are rendered to any blind person free of charge. The Library expanded the production of its pre-school tactile picture books to include two Non-Governmental Organisations as a job creation and skills development program. The Library also provides volunteer work to more than 50 narrators, proof readers, copy typists and braillists across South Africa who assist the Library to produce Audio and Braille reading material.



Talking book Machine with tape, circa 1950's

When one track was finished playing, the user was required to lift the metal cassette, turn it over, and the replace it on the turntable

15. AUDIT COMMITTEE REPORT

Report of the Audit Committee

We are pleased to present our report for the financial year ended 31 March 2019.

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 51 (1)(a)(ii) of the Public Finance Management Act and Treasury Regulation 27.1. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

Audit Committee Members and Attendance at Meetings

The terms of Ms Grobler, Mr Harnett & Ms Wagenaar came to an end and a new audit committee was appointed during the financial year. In terms of the audit committee charter and Section 77 (1)(b) of the Public Finance Management Act, the audit committee has met at least twice in respect of the financial year. Details of the meetings were as follows:

Date	Ms C Grobler (Chairperson 2017/18) PDipAcc (Rhodes) CA (SA)	Mr H Harnett BAcc (Rhodes) CA (SA)	Ms A Wagenaar BCom Hons (UKZN) AGA	Mr L Coopasamy (Chairman 2018/19) MCom (UP) CA (SA)	Ms A van der Merwe BAcc Hons UFS) CA (SA)	Mr N Latif Kader PDipAcc (Unisa) CA (SA)
21 May 2018	√	√	√	√	n/a	n/a
19 July 2018	√	apologised	√	apologised	n/a	n/a
12 September 2018	n/a	n/a	n/a	√	√	√

Internal Audit and the Effectiveness of Internal Control

Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in the public entity revealed certain weaknesses, which were then raised with the public entity. Ratings ranging from High to Low were assigned to each finding based on the impact of the weakness in internal control and the threat of financial loss to the organization.

The following internal audit work was completed during the year under review:

- i. Follow up on Auditor General and Internal Audit findings from prior year
- ii. Review of Supply Chain Management
- iii. Review on Predetermined Performance Objectives
- iv. Review on controls for Assets and Human Resources
- v. Review on Risk Management and Policies

In-Year Management and Monthly/Quarterly Report

The public entity has reported monthly and quarterly to the Treasury as is required by the PFMA.

Evaluation of Financial Statements

We have reviewed the annual financial statements prepared by the public entity.

Auditor-General South Africa

The Audit Committee did not physically meet with the Auditor General during the year. A conference call was arranged between the audit committee and the Auditor General.

Auditor's Report

We have reviewed the entity's implementation plan for audit issues raised in the prior year and we are satisfied that the matters have been adequately resolved.

The Audit Committee has not had sight of the auditor report in respect of the financial year under audit. The Auditor General has indicated that they will present the draft audit report at the board meeting.

Doopas

Leon Coopasamy MCom (University of Pretoria), CA(SA)
Chairperson of the Audit Committee
South African Library for the Blind

24 July 2019

1949 - The first talking books arrive from overseas



PART D: HUMAN RESOURCES MANAGEMENT



1925 - Charlie, the first SALB messenger, trundles parcels containing books,

music and magazines in a wheelbarrow

1. INTRODUCTION

THE STATUS OF HUMAN RESOURCES AT THE SA LIBRARY FOR THE BLIND

During the period under review, 7 employees were appointed and there were 7 terminations of employment. Two contract employees on the Mzansi Online Library Project programme whose contracts came to an end during June 2018 successfully applied for different Provincial Library Project contract opportunities. The one employee was appointed for the North West Province where a vacancy arose due to a resignation in the prior financial period and the other was appointed to the Free State province which joined the Provincial Library project during the year under review.

One of the permanent employees who resigned in the Braille Production section was replaced with an Intern who is in the process of qualifying herself in Braille. One Librarian Intern who resigned prior to the end of her Internship term was replaced with another Intern.

From an employment equity perspective, 2 African Male employees, 3 African Female and 2 Coloured Females' employments were terminated through resignation and contract periods which came to an end. All 7 new appointees were African Female employees. Of the 2 contract employees who successfully applied for Provincial Project roles, 1 is an African Male and 1 is an African Female. 61% of employees are African, 26% are Coloured, 2% Indian, 8% White and 3% are employees with disabilities.

The SALB expended no less than R180 000 on training and development of their staff and also expended money on the upskilling of an employee in TsiTsonga Braille and training on the SALB Library Management System. 5 Employees participated in formal qualification studies, 13 employees received training in Etiquette and Customer Relations, 8 employees received training in Tender and Contracts Management and 4 employees were trained in Basic First Aid. 7 Employees received funding to attend conferences and seminars.

Two blind and two partially sighted pupils participated in the annual Apprenticeship Programme at SALB during the past financial year. This programme engages the pupils on work related activities for one week.

HR PRIORITIES FOR THE YEAR UNDER REVIEW AND THE IMPACT OF THESE PRIORITIES

Financial constraints continue to present a challenge in terms of appointing suitably qualified permanent employees at the SALB, and the SALB is appointing Interns to fill/compliment its staff base.

The growing participation of and provision of funding by the Provincial Departments of Sports, Recreation, Arts and Culture continues to afford opportunities for SALB to appoint contract staff to attend to the establishment of dedicated service points at

public libraries for blind and visually impaired members to access reading material in a format accessible to them. The Free State Province also joined this programme during the year under review.

Through the Apprenticeship Programme at SALB blind and visually impaired scholars are afforded an opportunity to be actively engaged in work related activities at the SALB providing them with the opportunity to make career decisions in the future.

WORKFORCE PLANNING AND KEY STRATEGIES TO ATTRACT AND RECRUIT A SKILLED AND CAPABLE WORKFORCE

The National fiscus remains constrained and there is a call on all Government Departments and Public Entities to contain costs. This hampers the ability to appoint more staff to the establishment and/or to replace staff who leave the employ of the SALB with permanent staff members. Cost saving strategies are applied such as the appointment of Interns as opposed to permanent staff members, where such appointment is possible. Internship appointments also contribute to the National Strategy of increasing youth employment and development opportunities.

Of the 7 employees appointed during the past reporting period, only one was on the full-time establishment, three were Interns and three were contracted appointments on the Provincial Libraries Project.

The SALB often re-advertises vacant positions to try increase the pool of candidates from designated groups as part of transformation. The services of Recruitment Agencies are also utilised at times to assist in this regard.

EMPLOYEE PERFORMANCE MANAGEMENT

Through the dedication and hard work of the staff members at the SALB, 90% of the Annual Performance Targets were met during the year under review. Circumstances outside the control of the Library restricted our ability to achieve a 100% success rate, however, we acknowledge staff for this achievement.

Financial constraints drastically limit the ability to optimally reward high performing staff at SALB. 29 Staff members were however acknowledged with a once-off bonus amount in appreciation for performance above the standard required of them during the prior financial period.

EMPLOYEE WELLNESS PROGRAMME

The SALB runs a staff wellness programme to encourage and foster teamwork in the workplace and improve the SALB corporate culture and or staff morale.

During the year under review, a number of counselling sessions were held with staff members who experienced great challenges or adversity and reasonable accommodations were made for them to be assisted with their challenge. Those who made use of the concessions were appreciative of the assistance.

ACHIEVEMENTS

Two blind, and two partially sighted scholars participated in the Library's Apprenticeship Programme during the 2018/2019 financial period. They were pupils from Khanyisa School for the Blind in Port Elizabeth and Zamokhuhle School for the Blind in Bizana. The pupils spent approximately one working week at the Library during which they were exposed to the various functions performed in the different sections of the Library.

Through the Skills Development Fund at the Library more than R180 000 was expended on staff development and training. At least 42 staff members benefitted from Skills and Development and Training funding for formal qualification studies. Some staff members benefitted from more than one course or training intervention during the year under review.

HR CHALLENGES FACED

Challenges faced within the Human Resources environment continue to relate to financial constraints, which is experienced due to the poor economic climate. SALB would like to dedicate more funding towards skills development and training of their workforce and to appoint permanent staff as opposed to Interns but cannot do this due to funding limitations.

A further challenge experienced by the SALB is to attract more persons versed in African Languages not native to the Eastern Cape for its Volunteer programme of Narration of audiobooks and Transcribing and Proofreading of Braille books. This is to increase its catalogue of books in all official languages of South Africa for the reading pleasure of its members.

The SALB also experience challenges with attracting sufficient numbers of suitably qualified African Male candidates during recruitment drives.

FUTURE HUMAN RESOURCE PLANS/GOALS

The main objective in the Human Resources section is to continue to grow and expand the workforce of the Library - despite financial constraints - in order to serve the blind and visually impaired community optimally, whilst expanding, as far as reasonably possible, the number of employment opportunities for blind and/or partially sighted persons.

NOTE: The Human Resources tables to follow were adapted to suit the SALB requirements as a Public Entity whilst maintaining relevance and ease of understanding.

2. HUMAN RESOURCE OVERSIGHT STATISTICS

Personnel Related expenditure

Personnel Expenditure by Programme/ Activity/ Objective (1 April 2018 to 31 March 2019)

Programme/ Activity/ Objective	Total Expenditure for the entity (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and special services expenditure	Personnel exp. as a % of total expenditure	Number of employees	Average personnel cost per employee (R'000)
Full Time Staff (Excl. Project totals below)	25 941	16 621	180	-	64	50	332
Snr Projects Coordinator	453	453	-	-	100	1	463
EC Library Project	1 808	687	4	-	38	2	344
Free State Library Project	1 489	315	12	-	21	1	315
Gauteng Library Project	805	308	-	-	38	1	308
KZN Library Project	914	681	-	-	75	2	341
Mpumalanga Library Project	1 183	267	-	-	23	1	267
Northern Cape Library Project	881	435	-	-	49	1	435
North West Library Project	572	306	-	-	53	1	306
Western Cape Library Project	814	434	-	-	53	1	434
Mzansi Library Project	702	478	-	-	68	4	120
TOTAL	35 562	20 985	196	-	59	65	323

Personnel Cost by Salary Band (excluding Project Staff, Narrators and Proofreaders)

Salary Levels	Personnel Expenditure (R'000)	% of personnel exp. to total personnel cost	Number of employees	Average personnel cost per employee (R'000)
Top Management				
Senior Management (P2-3)	1 534	9	1	1 534
Professional Qualified (P4-7)	3 615	22	5	746
Skilled (8-11)	7 098	43	19	379
Semi-skilled & other (P12 – 15)	3 859	23	19	203
Unskilled (P16-19)	515	3	6	86
TOTAL	16 621	100	50	337

NOTE: The Salary Levels in this table is aligned to the EEA 9 table issued by the Department of Labour. Also, the totals applied in the table is in line with the totals for the Full Time staff component in the first table above.

Employment and Vacancies

Employment and vacancies by Programme / Activity/ Objective

Programme/Activity/Objective	Number of posts on the approved establishment	Number of posts filled as at 31 March 2019	Vacancy Rate	Number of employees additional to the establishment
Full Time Staff (Excl. project staff below, but incl. Interns and general contract staff)	55	50	9	0
Snr Projects Coordinator	1	1	0	0
EC Library Project	2	2	0	0
Free State Library Project	1	1	0	0
Gauteng Library Project	1	1	0	0
KZN Library Project	2	2	0	0
Mpumalanga Library Project	1	1	0	0
Northern Cape Library Project	1	1	0	0
North West Library Project	1	1	0	0
Western Cape Library Project	1	1	0	0
Mzansi Library Project	0	0	0	0

Employment and vacancies by Salary Band as at 31 March 2019

Salary Band	Number of posts on the approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Top Management	-	-	-	-
Senior Management (P2 - 3)	1	1	-	-
Professional qualified (P4 - 7)	5	5	-	-
Skilled (8-11)	24	19	20	-
Semi-skilled & other (P12 - 15)	19	19	-	-
Unskilled (P16 -19)	6	6	-	-
TOTAL PERMANENT STAFF	55	50	20	-
Project Staff	11	11	-	-

Employment and vacancies by critical occupations as at 31 March 2019

Critical Occupation	Number of posts on the approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Director	1	1	-	-
Chief Financial Officer	1	1	-	-
TOTAL PERMANENT STAFF	2	2	-	-

Job Evaluation

At the SA Library for the Blind, Management may evaluate or re-evaluate any job profile within the organisation. This practice is mostly applied with new or revised positions. Employees may also request that their post profiles be re-evaluated in instances where their duties have changed significantly over time on a permanent basis. In such instances the employee may be liable for the cost of the evaluation process if the grade of the position remains unchanged or is graded on a lower level. The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

Job Evaluation by Salary Band for the period 1 April 2018 to 31 March 2019

Salary Band	Number of posts on approved establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts Downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
TOTAL PERMANENT STAFF	55	-	-	-	-	-	-

Profile of employees whose positions were upgraded due to their posts being regraded for the period 1 April 2018 to 31 March 2019

Gender	African	Coloured	Indian	White	Total
Female	-	-	-	-	-
Male	-	-	-	-	-
Total	-	-	-	-	-
Employees with a disability	-	-	-	-	-

Note: There were no jobs evaluated at the SALB during the period under review. Neither are any staff members remunerated at salary levels higher than those determined by job evaluation.

Employment Changes

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band and critical occupations (see definition in notes below).

Annual turnover rates by salary band for the period 1 April 2018 to 31 March 2020

Salary Band	Number of employees at the beginning of the period 1 April 2018	Appointments and transfers into the Organisation	Terminations and transfers out of the Organisation	Turnover rate %
Full Time Staff (Excl. project staff below, but incl. Interns and general contract staff)	50	5	5	10
Snr Projects Coordinator	1	-	-	-
EC Library Project	2	-	-	-
Free State Library Project	-	1	-	-
Gauteng Library Project	-	1	-	-
KZN Library Project	2	-	-	-
Mpumalanga Library Project	-	1	-	-
Northern Cape Library Project	1	-	-	-
North West Library Project	-	1	-	-
Western Cape Library Project	1	-	-	-
Mzansi Library Project	4	-	4	100

Reasons why staff left the Organisation for the period 1 April 2018 to 31 March 2019

Reason	Number	% of total number of staff leaving
Death	-	-
Resignation	3	33.3
Expiry of contract	4	44.4
Dismissal - operational changes	-	-
Dismissal - misconduct	-	-
Dismissal - inefficiency	-	-
Discharged due to ill-health	-	-
Retirement	-	-
Transfers	-	-
Other - Alternative Contract Positions	2	22.3
Total	9	
Total number of employees who left as a % of total employment	16%	

Note: The totals in the reasons for staff leaving includes terminations on the Project roles as well.

Labour Relations: Misconduct and disciplinary action

Nature of Disciplinary Action	Number	% of total number of staff leaving
Correctional Counselling	3	50
Verbal/ 1st Warning	2	33.33
Written Warning	-	-
Final Written Warning	1	16.67
Suspended without pay	-	-
Fine	-	-
Demotion	-	-
Dismissal	-	-
Not guilty	-	-
Case Withdrawn	-	-
Total	6	

