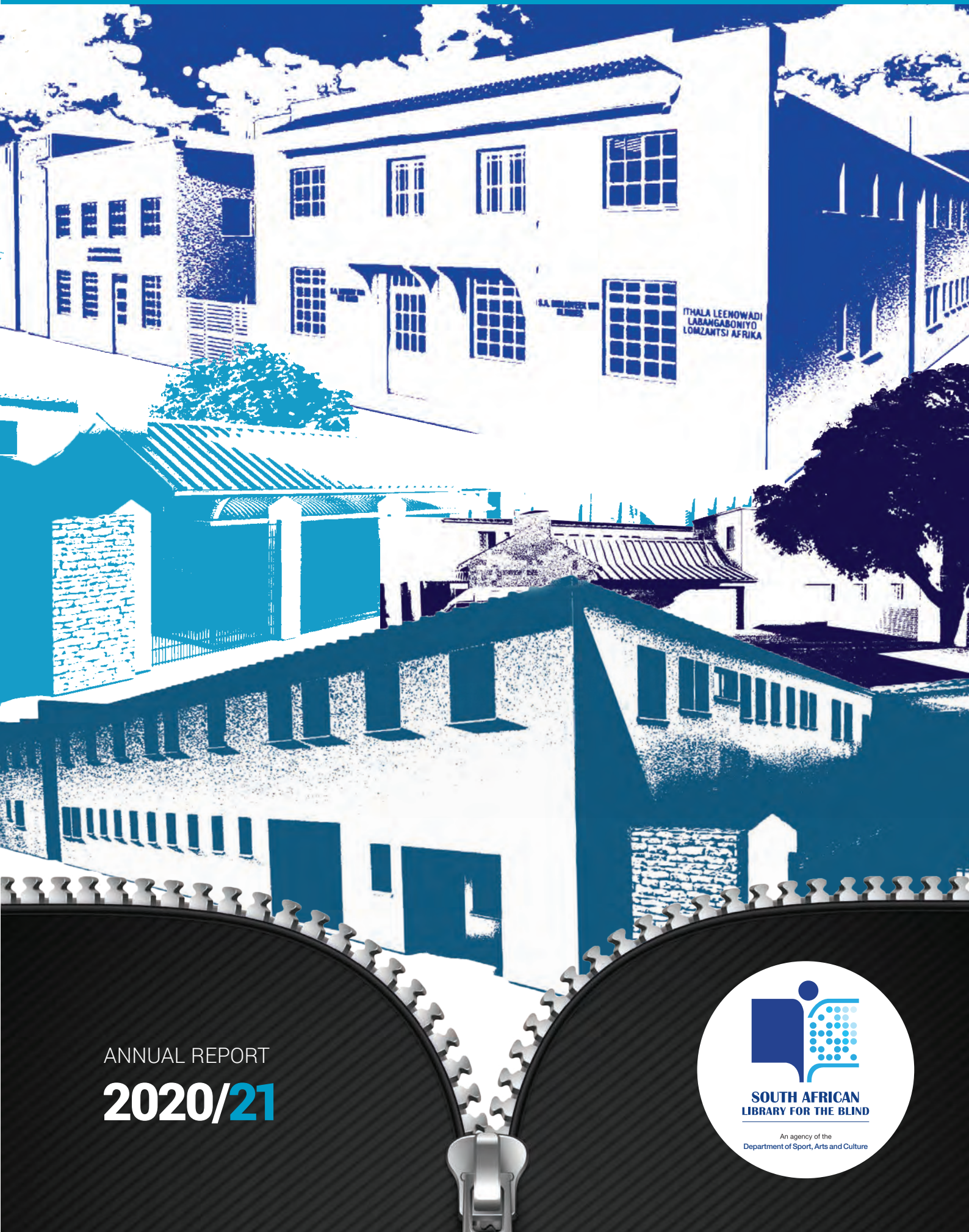


# SOUTH AFRICAN LIBRARY FOR THE BLIND



ANNUAL REPORT

**2020/21**



**SOUTH AFRICAN  
LIBRARY FOR THE BLIND**

An agency of the  
Department of Sport, Arts and Culture

"More than ever, the challenge before us is  
for all librarians to be in the forefront of information  
dissemination to ensure that the damage done by disinformation  
about COVID-19 is undone in Africa, one community at a time  
until we cover the entire continent"

- MANDLA NTOMBELA, CEO

# *Welcome to the South African Library for the Blind - Siya namkela nonke - Welkom*

---

The South African Library for the Blind renders a library and information service to blind and print-handicapped readers 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.



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 2020 to 31 March 2021

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).

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# PART A: **GENERAL INFORMATION**

# 1. PUBLIC ENTITY'S GENERAL INFORMATION

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

## 2. LIST OF ABBREVIATIONS / ACRONYMS

|       |                                                  |
|-------|--------------------------------------------------|
| AGSA  | Auditor General of South Africa                  |
| CEO   | Chief Executive Officer                          |
| CFO   | Chief Financial Officer                          |
| DSAC  | Department of Sport, 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: 2020/2021



The Shareholder's Compact consisting of the Library's Strategic Plan, Annual Performance Plan and various other governance documents were signed by the honourable Minister of Sport, Arts & Culture, Nathi Mthethwa and Adv M Masutha 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 the four normal meetings that took place during July, September, November 2020 and March 2021.

The Board is satisfied to report that the Management and Staff of the Library successfully achieved all the set objectives for the year. This is an outstanding achievement considering the effects Covid-19 has had on the Country. The Library experienced severe challenges with book distribution this financial year due to Covid-19 lockdown restrictions and the South African Post Office (SAPO) experienced challenges as it has in previous years, but this financial year it has superseded other years. The Library is highly dependent of the SAPO for the distribution of its accessible reading material to its 8,245 members across South Africa. Reading materials sent between the Library and its members often took very long, or in some instances did not arrive at the destination. This matter is closely monitored and a follow-up meeting with the Executive of the SAPO is planned.

Total Revenue for 2020/2021 decreased by 10.4% from the previous year to R36 641 000. Total Expenditure decreased by 16.2% from the previous year to R30 768 000. Total Other (actuarial loss and loss on disposal of assets) for the year totalled R636 000. More information on the reasoning for the lower revenue/expenditure is contained on the Financial Information, however, note that the subsidy from the Department of Sport, Arts & Culture (DSAC) was fully utilised for the year. The Subsidy from the DSAC represents 75.9% of the total expenditure. The rest of the expenditure was funded from own resources and through the Library's fundraising initiatives and partnerships with the nine Provinces. 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 a National level is dependent on the financial support by the DSAC. 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.

During March 2020, the CEO Mr Francois Hendrikz confirmed to the board that he was leaving work due to his medical condition and will therefore terminate his services through the medical boarding process. Mr Yasheen Ramcharan, The Chief Financial Officer (CFO), served as Acting CEO until Mr Mandla Ntombela was appointed. Mr Ntombela took the office from 1 November 2020 and he comes in with profound experience in Library and Information Sector (LIS), as he has served on international, continental, and national LIS structures in various positions, and we are optimistic that he will take the Library forward with key partnerships. The Board Welcomes Mr Ntombela to the SALB and looks forward to working with him and the Management Team to continue to take the Library forward in meeting its Mandate and ensuring the information needs of the Blind and Visually Impaired are realised. The responsibility of the CFO post whilst Mr Ramcharan was acting as CEO, was shared by Mr Neels de Lange and Mr Malibongwe Nquma.

The world is going through different stages of impact of the COVID-19 pandemic, and since March 2020, the country has been dealing with the management of COVID-19, and the management and staff of the SALB have been responding to the guidelines and directives issued accordingly. Any impact on services is carefully monitored and members are duly informed of the new development. SALB is currently increasing its online audio collection providing easily accessible reading materials for its users at no cost, including online audio newspapers and periodicals.

Access to information and knowledge has never been more critical than in the present information age. Those who lack access to essential information are excluded from participating actively in social, political, and economic activities. The visually impaired, have been marginalised for too long because of the dearth of accessible materials. Therefore, SALB in collaboration with other stakeholders is standing up to its moral responsibility of ensuring an inclusive and equitable library and information services to the visually impaired.

Adv M Masutha

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

*"The SALB Board is thrilled to announce that the construction of the SALB building has officially commenced."*

Adv M Masutha



## 4. CEO'S REPORT: 2020/2021



The new Strategic plan (2020-2025) for the Library was implemented and contained a mixture of both quantitative and qualitative objectives/targets. The Library achieved a commendable 100% of the 26 objectives set for the year. Many measures were in place to ensure that despite the challenges of the COVID-19 pandemic, the objectives for the year could still be attained. This is a testament of the dedication and

commitment of all Staff and Volunteers of the SALB. Revenue of R36 641 000 and Operating Expenditure of R30 768 000 was recorded and Other Losses (actuarial loss and loss on disposal of assets) for the year totalled R-636 000, resulting in a surplus of R5 237 000 for the 2020/21 year. The surplus is predominantly due to the nature of classifying production costs as capital expenditure.

1,152 audio and braille titles were added to the catalogue, 195 new members joined the Library, and 9 new Mini-libraries were established across South Africa. 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 8,245.

The library has built up a strong partnership and collaboration with other continental National Libraries in relation to technical support for print-disabled communities, that is Tanzania National Library and Namibia National Library Services. SALB has initiated alignment and support with the Department of Basic Education (DBE), the National Library of South Africa (NLSA), Tape Aids for the Blind, BlindSA and the South African National Council for the Blind (SANCB) while strengthening existing relationships with Provincial Libraries, the South African Book Development Council (SABDC) and many other stakeholders.

The SALB website was upgraded and developed to meet the W3C and WCAG 2.0 Guidelines and accessibility standards. It was launched on the 1st of August 2020. The website has the following features namely, online member registration, user friendly functionality for blind people, SALB OPAC and VIOPAC (with features of streaming and book downloading), and Overdrive. All audio books can be downloaded or streamed from the SALB website and the application promptly updates the Aurora Library Management System to make changes on the member profile.

SALB Management further resolved that the Megavoice Envoy Connect device should be distributed to all new members joining the Library from the 2021/22 financial year, after extensive testing was done over the past 2-3 years with pilot member feedback and modification to the playback device. This is in response to try and ensure value for money with recent budget cuts that the Library had to contend with.

The SALB is embarking on a rollout of mobile/developed recording studio/booths with key strategic partners. One such studio was implemented and launched in March 2021 at Mdantsane Public Library, in East London.

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. This treaty will add tremendous value to efforts aimed at ensuring equal access to information for visually impaired persons.

In the spirit of continuous learning and development 4 of the SALB Senior Managers enrolled for NQF level 8 formal qualification courses. One was a B. Com (Hons.) through MANCOSA, two were Post Graduate Diploma's in Project Management also through

MANCOSA, and one was a Postgraduate Diploma in Management through Regent Business School. One line manager applied for an online short course through UCT (GetSmarter) and a supervisor applied for a short course through the University of Pretoria. All the qualification studies and courses mentioned were funded by the SALB Study Assistance fund. Many other staff members enrolled for conferences and seminars and other internal training interventions were also conducted.

Due to the Coronavirus pandemic in South Africa and the restriction on travel and group sessions, fewer face-to-face training and development sessions were hosted and or attended by staff. The Library still expended more than R150 000 on training and development of their staff during the year under review.

The Library appointed a total of 11 staff members during the year. One employee was appointed as IT and General Support Technician, and three employees were appointed through project funding in the Mini-library project. In response to the President and Government's appeal to make a concerted effort to create short term employment for youth, woman and persons with disabilities, to alleviate the effect of Covid-19 on the population, the Library Management managed to create employment for 5 employees.

The SALB is proud of what has been achieved over this past financial year. 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.

Most users of this annual report are aware of the Covid-19 pandemic through the various addresses to the nation by our President and the information sharing sessions by various members of the Ministerial Advisory Committee on the Coronavirus Disease. The Library Management has ensured the necessary health and safety precautions are in place at the SALB to minimise the potential spread of the Coronavirus. This included amongst others, the provisioning of hand sanitisers, masks and social distancing measures, the establishing of a Covid-19 Steering Committee and appointment of a Covid-19 Compliance Officer; regular fog-sanitising and requisite decontamination of the entire SALB building; rotational work schedules for staff; and discontinuing Library tours. Despite four staff members sadly having tested positive for the Coronavirus during the year, SALB Management is grateful that there were no Covid-19 related deaths amongst the staff. Due to the nature of the virus, there were times whereby interruption to services were enforced, however these were carefully controlled and monitored. Management ensured operations were not detrimentally affected, however followed the health and safety protocols of Government during each stage of the lockdown imposed through the regulations. The Department of Sport, Arts and Culture (DSAC) has assured Management the future subsidy funds to the Library will not be detrimentally affected and therefore there is no risk on going concern.

Library Management remains committed to do everything within its control to limit the impact of the pandemic on service delivery within the parameters of lockdown regulations and restrictions. Our members will be continuously updated on any service-related challenges and or improvements as we weather the storm of this Coronavirus. More than ever, the challenge before us is for all librarians to be in the forefront of information dissemination to ensure that the damage done by disinformation about COVID-19 is undone in Africa, one community at a time until we cover the entire continent.

Mr M Ntombela  
CEO

## 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 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.

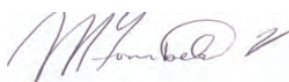
The external auditors are engaged to express an independent opinion on the annual financial statements.

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 2021.

Yours faithfully



Chairperson of the Board  
Adv M Masutha  
August 2021



Chief Executive Officer  
M Ntombela  
August 2021



## 6. STRATEGIC OVERVIEW

### 6.1. VISION

The SALB creates accessible reading opportunities for blind and visually impaired people.

### 6.2. MISSION

The South African Library for the Blind renders a library and information service to blind and print-handicapped readers 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 derives its mandate from the South African Library for the Blind Act No. 91 of 1998. The mandate is further strengthened by complying with the following main legislation:

- **Public Finance Management Act, No. 1 of 1999 (as amended):**

The SALB is committed to comply fully with the provisions of the Public Finance Management Act and Treasury regulations. An area where the Library still falls short of what the Act requires relates to a fully operational Supply Chain Management framework.

The Library is striving towards achieving this objective. In addition, the Library's financial policies are regularly 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 in place.

- **Employment Equity Act, No. 55 of 1998 (as amended):**

The SALB is an Organ of State, as defined in the Constitution of South Africa and is therefore required to conform to the requirements of the Employment Equity Act. The Library has an Employment Equity Manager, as well as an Employment Equity committee in place. An Employment Equity report for the SALB is submitted online to the Department of Labour every year, as required by Legislation. Because the Library employs fewer than 150 employees, we are regarded as a small organization in terms of the Act.

- **Skills Development Act, No. 97 of 1998 (as amended):**

The Management of the SALB places a high value on the skills development of its staff. The Skills Development Act

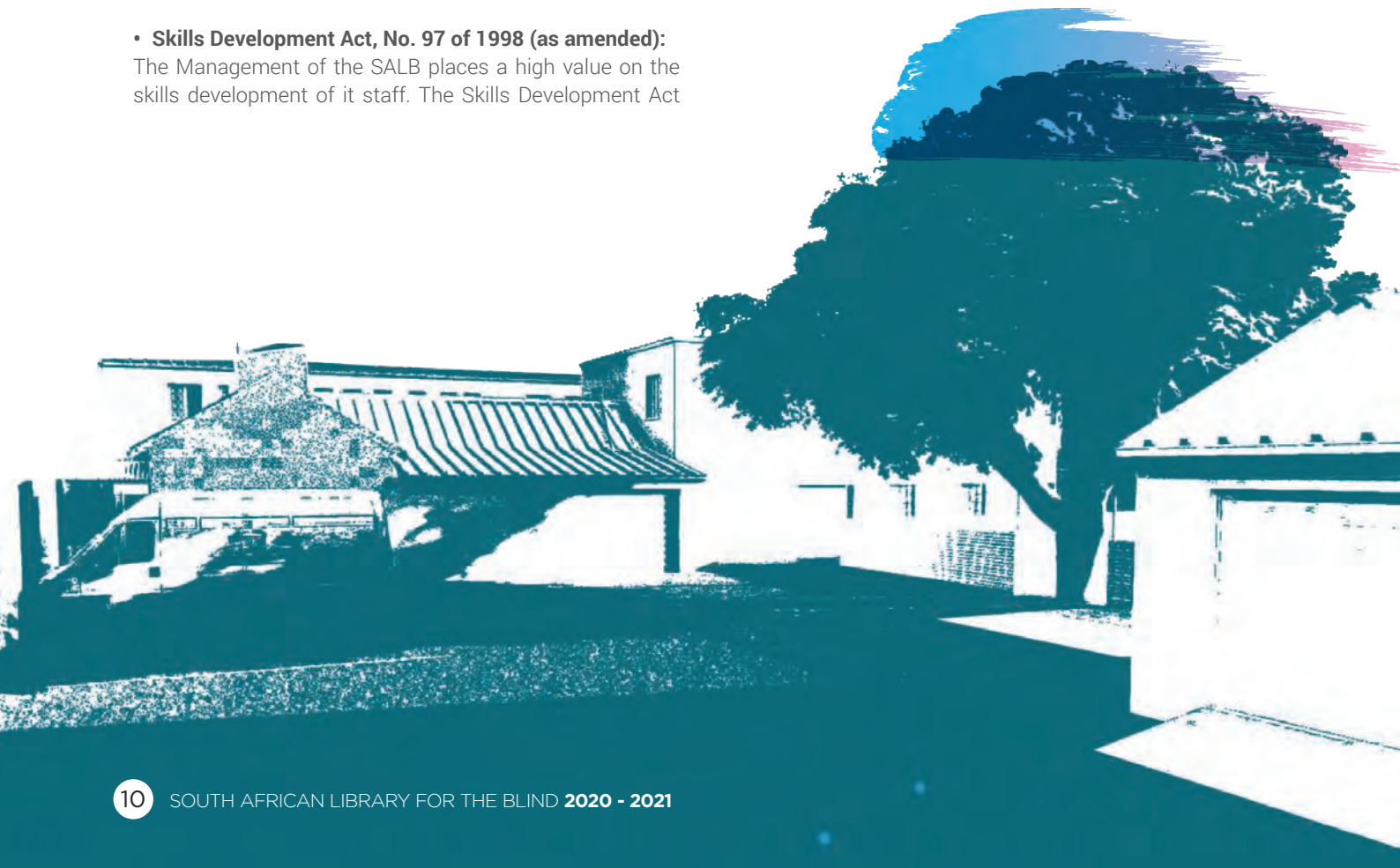
requires designated employers to submit formal Skills Development Plans on an annual basis to the relevant SETA (ETDP SETA). The SALB will ensure that it complies with the requirements of the Act.

- **Promotion of Access to Information Act, No. 2 of 2000 (as amended):**

The Library submitted their Section 51 Manual in terms of the Promotion of Access to Information Act to the SA Human Rights Commission during 2011. The Manual is available in English, Afrikaans and isiXhosa.

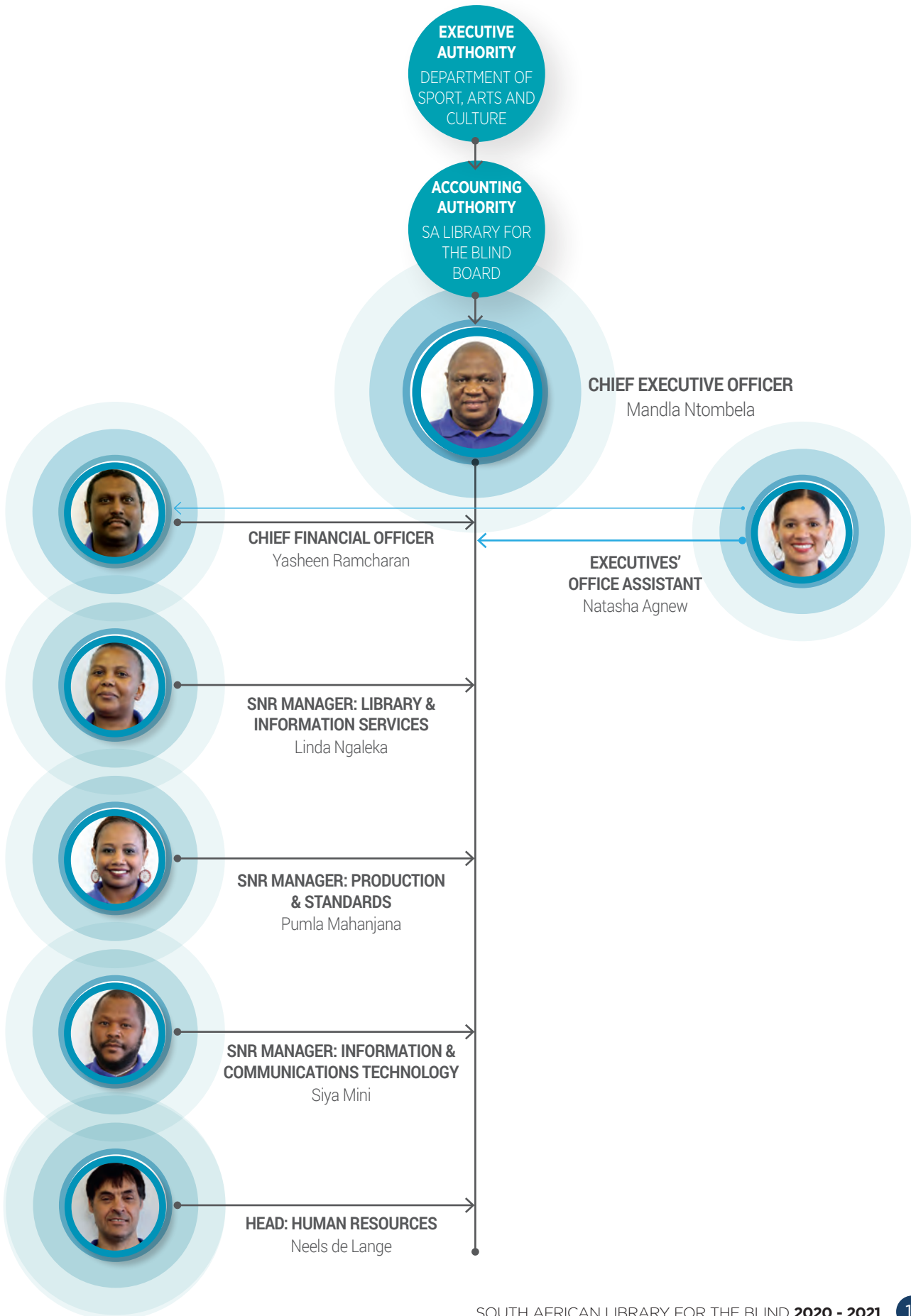
- **Occupational Health & Safety Act, No 85. of 1993 (as amended):**

The Library has a Health & Safety Committee in place which operates in compliance with the Act. Frequent reports are submitted, and meetings conducted. Applicable staff received First Aid training and emergency evacuation drills are conducted on a regular basis.



# 8. ORGANISATIONAL STRUCTURE

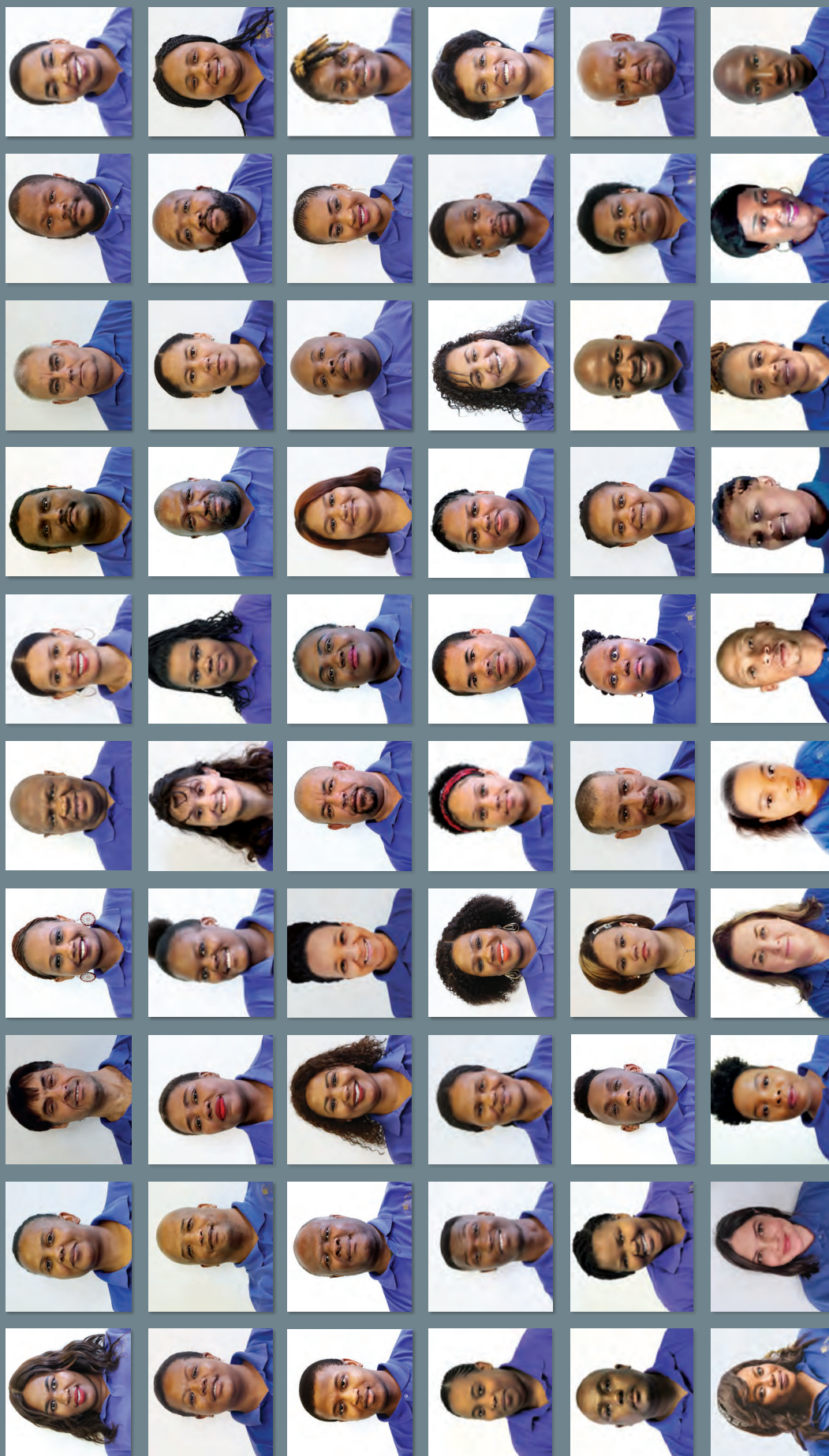
## EXECUTIVE AUTHORITY TO SENIOR MANAGEMENT LEVEL



# 9. ORGANISATIONAL STRUCTURE - 31 MARCH 2021



# 9. SALB STAFF - 31 MARCH 2021



Top Row: Xolelwa Mfanyana, Linda Ngaleka, Neels de Lange, Pumla Mahanjana, Mandla Ntombela, Natasha Agnew, Yasheen Ramcharan, Johan Nel, Siya Mini, Vuyokazi Mandongana  
 Fifth Row: Unathi Ngangani, Melton Kivitts, Cornelia Ntengu, Bathandwa Daweti, Pasha Alden, Nombasa Kate, Malibongwe Nquma, Petro Tarentaal, Likhaya Jodwana, Faith Williams  
 Fourth Row: Wiseman Mposula, Loyiso Kalashe, Ntombizodwa Stuurman, Mercy Thinyane, Mark Bridger, Florence Jadi, Charlene Prince, Xola Kila, Lizeka Gumza, Hlulane Mashimbye  
 Third Row: Thembisa Siwundla, Mzwanele Mjali, Nomfuneko Melitafa, Khanyisa Nohe, Hayley Loutz, Llewellyn Stevens, Portia Mqeke, Elgene Fanton, Sithembiso Ndamase, Patricia Magabie  
 Second Row: Xhanti Mzizi, Xolisa Mqubuli, Thembelani Dzedze, Donishia Fourie, Arnold Sphere, Khuselwa Mzangwe, Zimasa Xibiya, Zithobele George, Monica Bekwa, Thembile Gxekwa  
 Bottom Row: Mmabatho Nyamane, Jade O’Ryan, Lethabo Dikgale, Lydia Marques, Sithembile Mkhize, Lebohang Oliphant, Yolelwa Mbanjwa Shobi Mudaka, Nobantu Ntswane, Lucas Matlala

A hand is shown using a Braille writer to create Braille on a target. The target has concentric circles, and the Braille is being written in the center. The background is a blurred image of a person's hand using a Braille writer. The text is overlaid on the image.

# PART B: **PERFORMANCE INFORMATION 2020/2021**

# 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 48 of the Report of the Auditors Report, published as Part E: Financial Information.

- 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.

## 2. SITUATIONAL ANALYSIS

### 2.1 Service Delivery Environment

The SALB operates under Programme 6 of the activities of the Department of Sport, 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 Sport, 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

The Mzansi Golden Economy of DSAC provides additional opportunities for the SALB specifically in skill development and employment. During the year under review, the appointment of an Intern was renewed for the full Financial year as part of the programme to train and develop persons in African language Braille not native to Eastern Cape. This is to work towards increasing our collection of braille material in all languages in South Africa.

### 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 Advocate Michael Masutha (Chairperson of the Board), Mr Xolisa Yekani (Deputy Chairperson), Dr Hamilton Mphidi, Mr Mandla Buthelezi, Ms Mpelegeng Kganedi, Ms Ditaba Maraka, Dr Shirlene Neerupth, Ms Elizabeth Ramaoka, and Mr Nieleh Ravgee. The Annual Performance Plan of the SALB for



the 2020/2021 Financial Year was approved by the Board during January 2021.

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.

The Covid-19 pandemic had a colossal impact on the employment market and the livelihoods of South Africans. The President, Mr Ramaphosa made a call to employers in the private and public sector to attempt to sustain or generate jobs, even if it is in the short term, for those who lost jobs due to the negative impact the lockdown restrictions had on many employers. The minister of Sport, Arts and Culture appealed to Public Entities to heed the call. With the approval of the Board of the SALB, 5 employees were appointed on short term contracts on the Covid-19 Stimulus programme.

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 Sport, 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 Sport, Arts & Culture with specific reference to:

- 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 outgoing CEO was 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. 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 100% out of the total of 26 objectives set for the year.

### 3. PERFORMANCE INFORMATION BY PROGRAMME/ACTIVITY/OBJECTIVES - STRATEGIC OBJECTIVES

#### Programme Performance Information

##### Strategic Outcome Oriented Goal:

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

##### Goal statement:

The South African Library for the Blind renders a National Library and Information Service through registering blind and print-handicapped readers/members, production and collection management for user services.

#### Institutional Performance Information

##### Impact Statement:

To provide effective and efficient Financial, Human Resource and ICT administration and corporate governance; by being fair, accountable, responsible and transparent.

#### Programme 1: Administration

##### Sub-programme: Finance; Human Resource and ICT support services

##### Goal:

To render administrative and support services to the SALB Board, the Chief Executive Officer and the Management team of the Library.

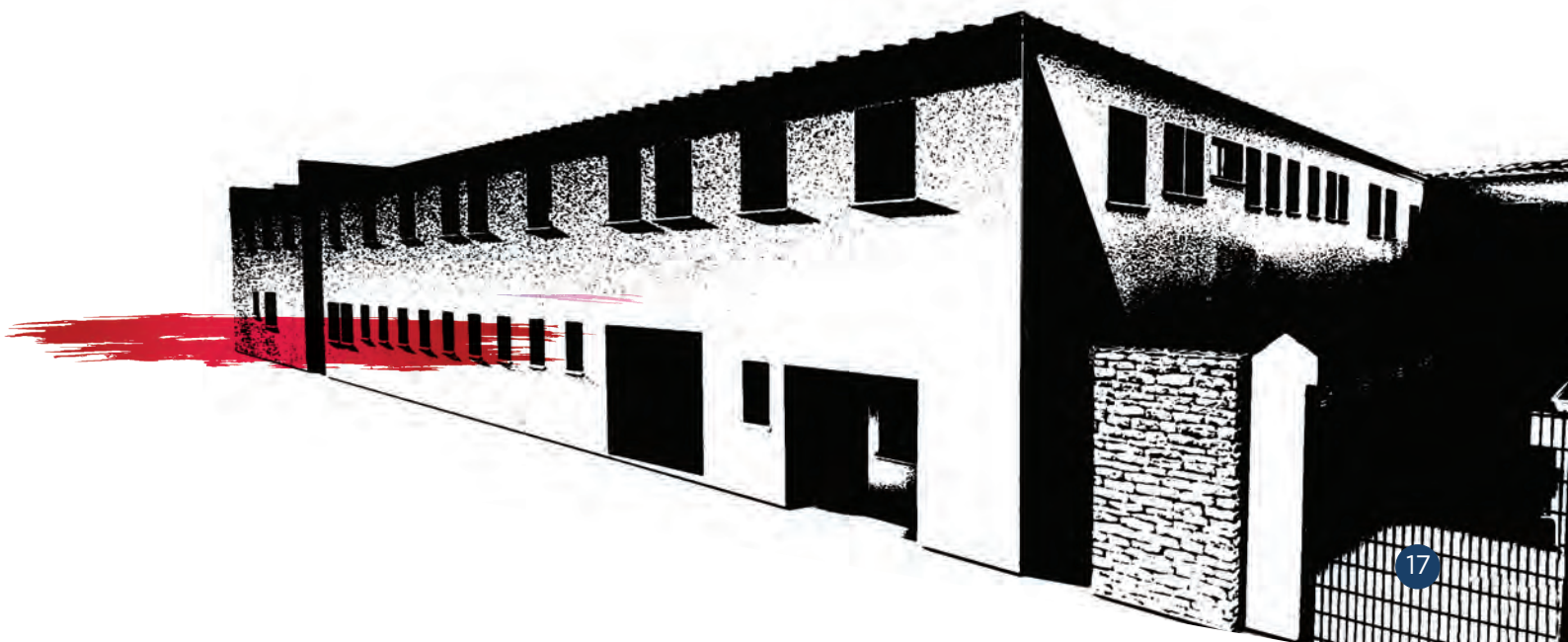
##### Purpose:

This programme is primarily responsible for providing support to the SALB Board, the Chief Executive Officer and the Management team of the Library.

It is responsible for recording, reporting and providing relevant management information required by legislation to the Board and the Chief Executive Officer relating to Financial and Human Resource and ICT compliance matters.

The Section comprises:

- 1.1 Finance Management
- 1.2. Human Resources Management and Development
- 1.3. Information and Communication Technology (ICT) and support services



## Strategic objectives, performance indicators planned targets and actual achievements

| No.   | Outcome                                                                                                                                                                                  | Output                                                                                                              | Output Indicator                                                                         | Audited Actual Performance 2018/2019 | Audited Actual Performance 2019/2020 | Planned Annual Target 2020/2021                  | Actual Achievement 2020/2021                                                                | Deviation from planned target to Actual Achievement 2020/2021 | Reasons for deviations |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------|
| 1.1.1 | Compliance with the legislation and regulations as per the legislative mandate/s applicable to the Library and ensuring that controls implemented are aligned to the resources available | Unqualified audit report from External Auditor (AG) and no high/critical matters raised from Internal Audit Reports | Unqualified External Audit (AG) report Annually                                          | n/a                                  | n/a                                  | Unqualified Opinion [External Audit (AG) report] | Unqualified Audit Report received from AG for 2019/20 Audit                                 | n/a                                                           | n/a                    |
| 1.2.1 | To have and nurture a competent and diverse workforce that will deliver on the Library's mandate                                                                                         | Implementation of effective recruitment, training and development and performance management systems                | Monthly Sectional Reports on Human Resource matters                                      | n/a                                  | n/a                                  | 12 Reports                                       | 12 Monthly Sectional Reports on Human Resource matters                                      | n/a                                                           | n/a                    |
| 1.2.2 | Job Creation and Youth Empowerment                                                                                                                                                       | Number of Internship Opportunities created and/or sustained                                                         | Number of Internship Opportunities created and/or sustained                              | n/a                                  | n/a                                  | 3                                                | 3 Internship opportunities sustained                                                        | n/a                                                           | n/a                    |
| 1.3.1 | ICT Governance and administration ensure that IT supports the overall business objectives and mandate of the Library                                                                     | Reliable and efficient ICT services in accordance to industry norms and standards                                   | Quarterly ICT meeting reports                                                            | n/a                                  | n/a                                  | 4 Reports                                        | 4 Quarterly reports sustained                                                               | n/a                                                           | n/a                    |
| 1.3.2 | Preparation of playback devices                                                                                                                                                          | Preparation of playback devices for distribution to Members                                                         | Monthly Sectional Reports i.r.o. number of playback devices prepared for distribution    | n/a                                  | n/a                                  | 12 Reports                                       | 12 Monthly Sectional Reports i.r.o. number of playback devices prepared for distribution    | n/a                                                           | n/a                    |
| 1.3.3 | Service and/or replacement of playback devices                                                                                                                                           | Service and/or replacement of playback devices and returned to members                                              | Monthly Sectional Reports i.r.o. number of playback devices serviced/ repaired/ replaced | n/a                                  | n/a                                  | 12 Reports                                       | 12 Monthly Sectional Reports i.r.o. number of playback devices serviced/ repaired/ replaced | n/a                                                           | n/a                    |

NB: Above indicator/s with a not applicable(n/a) in prior years "were not part of the prior Strategic Plan".

### Notes:

- Most of the above indicators are qualitative indicators due to the nature of the reporting required and the indirect control of outcomes. The monthly and/or quarterly reports to the Chief Executive Officer illustrates the progress achieved in meeting the objectives.
- Under objective 1.1.1, an unqualified opinion was achieved from the AG for the 2019/20 Audit conducted in the 2020/21 Financial period.
- Under objective 1.2.1, all H.R. matters were reported in terms of compliance and all disciplinary processes conducted in line with regulated policies. 12 monthly reports were submitted.
- Under objective 1.2.2, 3 internship opportunities were sustained/renewed.
- Under objective 1.3.1, quarterly ICT steering committee meetings were held and minutes recorded around all ICT strategic matters.
- Under objective 1.3.2, monthly reports on prepared playback devices were submitted. For the year 184 players were prepared.
- Under objective 1.3.3, monthly reports on serviced/repaired replaced playback devices were submitted. For the year 307 players were serviced/repaired/replaced.

# Programme 2: Business Development

## Sub-programme 2.1: Library and Information Services

### Impact Statement:

To ensure service delivery to all registered Library Members of the SALB.

### Goal:

To develop a balanced collection of reading material and to render and expand library and information services to blind and print-handicapped readers.

### Purpose/Functions:

This programme is responsible for:

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

### Strategic objectives, performance indicators planned targets and actual achievements

| No.   | Outcome                                                                  | Output                                      | Output Indicator                                                          | Audited Actual Performance 2018/2019 | Audited Actual Performance 2019/2020 | Planned Annual Target 2020/2021 | Actual Achievement 2020/2021                                                           | Deviation from planned target to Actual Achievement 2020/2021 | Reasons for deviations |
|-------|--------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------------------------------------|--------------------------------------|--------------------------------------|---------------------------------|----------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------|
| 2.1.1 | Book titles added to the catalogue (includes Audio; Braille and Tactile) | Catalogued book titles                      | Monthly Sectional Reports i.r.o. catalogued books                         | n/a                                  | n/a                                  | 12 Reports                      | 12 Monthly Sectional Reports i.r.o. number of catalogued books                         | n/a                                                           | n/a                    |
| 2.1.2 | Indigenous languages book titles added to the catalogue                  | Catalogued indigenous languages book titles | Monthly Sectional Reports i.r.o. catalogued indigenous book titles        | n/a                                  | n/a                                  | 12 Reports                      | 12 Monthly Sectional Reports i.r.o. number of catalogued indigenous book titles        | n/a                                                           | n/a                    |
| 2.1.3 | Magazine and newspaper titles added to the catalogue                     | Catalogued magazine and newspaper titles    | Monthly Sectional Reports i.r.o. catalogued magazine and newspaper titles | n/a                                  | n/a                                  | 12 Reports                      | 12 Monthly Sectional Reports i.r.o. number of catalogued magazine and newspaper titles | n/a                                                           | n/a                    |
| 2.1.4 | Registration of new Library members                                      | Library membership registrations            | Monthly Sectional Reports i.r.o. Library membership registrations         | n/a                                  | n/a                                  | 12 Reports                      | 12 Monthly Sectional Reports i.r.o. number of Library membership registrations         | n/a                                                           | n/a                    |

continued on next page...

| No.   | Outcome                                                                                                                                | Output                                                                     | Output Indicator                                                                                               | Audited Actual Performance 2018/2019 | Audited Actual Performance 2019/2020 | Planned Annual Target 2020/2021 | Actual Achievement 2020/2021                                                                                      | Deviation from planned target to Actual Achievement 2020/2021 | Reasons for deviations |
|-------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------|
| 2.1.5 | Coordinating establishment & support of Mini-Library service points                                                                    | Coordinating new Mini-Library service points and supporting existing sites | Monthly Sectional Reports i.r.o. coordination of new Mini-Library service points and supporting existing sites | n/a                                  | n/a                                  | 12 Reports                      | 12 Monthly Sectional Reports i.r.o. coordination of new Mini-Library service points and supporting existing sites | n/a                                                           | n/a                    |
| 2.1.6 | Circulation of reading material to library members                                                                                     | Circulation of reading material                                            | Monthly Sectional Reports i.r.o. circulation of reading material                                               | n/a                                  | n/a                                  | 12 Reports                      | 12 Monthly Sectional Reports i.r.o. circulation of reading material                                               | n/a                                                           | n/a                    |
| 2.1.7 | Downloading of books from the Accessible Book Consortium (ABC) and related platforms                                                   | ABC and related platform files downloaded                                  | ABC and related platform files downloaded                                                                      | 144                                  | 242                                  | 200                             | 200                                                                                                               | n/a                                                           | n/a                    |
| 2.1.8 | To reach out to African countries to develop capacity to render Library and Information Services to blind and visually impaired people | African country outreach                                                   | African country outreach                                                                                       | 1                                    | 1                                    | 1                               | 1 (Namibia)                                                                                                       | n/a                                                           | n/a                    |

NB: Above indicator/s with a not applicable(n/a) in prior years "were not part of the prior Strategic Plan".

## Notes:

- Most of the above indicators are qualitative indicators due to the nature of the reporting required and the indirect control of outcomes. The monthly and/or quarterly reports to the Chief Executive Officer illustrates the progress achieved in meeting the objectives.
- Under objective 2.1.1, monthly reports on books catalogued were submitted. For the year 1,152 books were catalogued.
- Under objective 2.1.2, monthly reports on Indigenous books catalogued were submitted. For the year 107 books were catalogued.
- Under objective 2.1.3, monthly reports on magazines and newspapers catalogued were submitted. For the year 8 magazine and 5 newspapers were catalogued. These magazines are done monthly and bi-monthly (Total: 73)
- Under objective 2.1.4, monthly reports on membership registrations were submitted. For the year 195 members were registered.
- Under objective 2.1.5, monthly reports on mini-library service points were submitted. For the year 9 new mini-libraries were established and 233 were supported (Project Coordinator reports).
- Under objective 2.1.6, monthly reports on books circulated were submitted. For the year 45,073 books were circulated.
- Under objective 2.1.7, 200 downloads were done from the accessible book consortium and related platforms.
- Under objective 2.1.8, correspondence with Namibia took place and a report submitted to the Board to note the engagement.

## Programme 2.2: Braille Production

### Goal:

To produce quality Braille material.

### Impact Statement:

Producing Braille content in all 11 official languages for the benefit of blind and print-handicapped readers of SALB.

### Purpose/Functions:

The core function of Braille Production is to produce high quality, error-free braille material for people and library members who are visually impaired. This is achieved through the services of highly skilled Braillists.

### Strategic objectives, performance indicators planned targets and actual achievements

| No.   | Outcome                                        | Output                                                     | Output Indicator                                                           | Audited Actual Performance 2018/2019 | Audited Actual Performance 2019/2020 | Planned Annual Target 2020/2021 | Actual Achievement 2020/2021                                                  | Deviation from planned target to Actual Achievement 2020/2021 | Reasons for deviations                                                                                                                |
|-------|------------------------------------------------|------------------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------|--------------------------------------|---------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 2.2.1 | Production of SALB Braille books               | In-house produced SALB Braille books titles                | In-house produced SALB Braille books titles                                | 243                                  | 241                                  | 240                             | 242                                                                           | +2                                                            | More content became available during the year to produce the additional titles. This was within budgeted resources to be accommodated |
| 2.2.2 | Customising of supplier Braille titles         | Customising of externally produced Braille book titles     | Customising of externally produced Braille book titles                     | 257                                  | 250                                  | 250                             | 251                                                                           | +1                                                            | More content became available during the year to produce the additional titles. This was within budgeted resources to be accommodated |
| 2.2.3 | Production of indigenous Braille books         | Indigenous languages Braille books produced and customised | Indigenous languages Braille books produced and customised                 | 37                                   | 38                                   | 35                              | 35                                                                            | n/a                                                           | n/a                                                                                                                                   |
| 2.2.4 | Production of Braille newspapers and magazines | Processing of Braille newspapers and magazines monthly     | Monthly Sectional Reports i.r.o. Braille newspapers and magazines produced | n/a                                  | n/a                                  | 12 Reports                      | 12 Monthly Sectional Reports i.r.o. Braille newspapers and magazines produced | n/a                                                           | n/a                                                                                                                                   |

NB: Above indicator/s with a not applicable(n/a) in prior years "were not part of the prior Strategic Plan".

### Notes:

Item 2.2.4 is qualitative due to the nature of the reporting required and the indirect control of outcomes. The monthly and/or quarterly reports to the Chief Executive Officer illustrates the progress achieved in meeting the objective. 9 number of magazines and newspapers were produced during the year (True Love, Finweek, Fairlady, Juig, Sunday Times, Star, Grocott, Herald and Mail & Guardian).

## Sub-programme 2.3: Audio Production

### Goal:

To produce quality audio reading material based on International accessibility standards.

### Impact Statement:

Producing audio/digital content in all 11 official languages for the benefit of Blind and print handicapped readers of SALB.

### Purpose/Functions:

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

### Strategic objectives, performance indicators planned targets and actual achievements

| No.   | Outcome                                      | Output                                                   | Output Indicator                                                         | Audited Actual Performance 2018/2019 | Audited Actual Performance 2019/2020 | Planned Annual Target 2020/2021 | Actual Achievement 2020/2021                                                | Deviation from planned target to Actual Achievement 2020/2021 | Reasons for deviations                                                                                                                |
|-------|----------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------|--------------------------------------|---------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 2.3.1 | Production of SALB Audio books               | In-house produced SALB Audio books titles                | In-house produced SALB Audio books titles                                | 275                                  | 272                                  | 270                             | 272                                                                         | +2                                                            | More content became available during the year to produce the additional titles. This was within budgeted resources to be accommodated |
| 2.3.2 | Customising of supplier Audio titles         | Customising of externally produced Audio book titles     | Customising of externally produced Audio book titles                     | 337                                  | 332                                  | 330                             | 333                                                                         | +3                                                            | More content became available during the year to produce the additional titles. This was within budgeted resources to be accommodated |
| 2.3.3 | Production of indigenous Audio books         | Indigenous languages Audio books produced and customised | Indigenous languages Audio books produced and customised                 | n/a                                  | n/a                                  | 35                              | 35                                                                          | n/a                                                           | n/a                                                                                                                                   |
| 2.3.4 | Production of Audio newspapers and magazines | Processing of Audio newspapers and magazines monthly     | Monthly Sectional Reports i.r.o. Audio newspapers and magazines produced | n/a                                  | n/a                                  | 12 Reports                      | 12 Monthly Sectional Reports i.r.o. Audio newspapers and magazines produced | n/a                                                           | n/a                                                                                                                                   |

### Notes:

1. Item 2.3.4 is qualitative due to the nature of the reporting required and the indirect control of outcomes. The monthly and/or quarterly reports to the Chief Executive Officer illustrates the progress achieved in meeting the objective. 7 number of magazines and newspapers were produced during the year. (You, Fairlady, Huisegenoot, Joy, SALB Newsletters, Star and Mail and Guardian).

## Sub-programme 2.4: Braille Advisory and Standards

### Goal:

To develop and standardise Braille and to produce tactile books according to International Standards.

### Impact Statement:

Statement: Increased awareness and education in braille and tactile standards in partnership with key stakeholders.

### Purpose/Functions:

The Library's statutory mandate goes beyond the production of braille. It encompasses an additional function of standard setting, including the following tasks performed by this section.

### Strategic objectives, performance indicators planned targets and actual achievements

| No.   | Outcome                                                                          | Output                                                                    | Output Indicator                                                                                             | Audited Actual Performance 2018/2019 | Audited Actual Performance 2019/2020 | Planned Annual Target 2020/2021 | Actual Achievement 2020/2021  | Deviation from planned target to Actual Achievement 2020/2021 | Reasons for deviations |
|-------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------|---------------------------------|-------------------------------|---------------------------------------------------------------|------------------------|
| 2.4.1 | Production of SALB Tactile books                                                 | SALB Tactile books produce                                                | Production of Tactile books                                                                                  | 18                                   | 19                                   | 30                              | 30                            | n/a                                                           | n/a                    |
| 2.4.2 | Braille and Tactile Education Outreach to schools and/or early childhood centres | Report from SALB representative to Chief Executive Officer and MT of SALB | Quarterly Sectional report i.r.o. Braille and Tactile Education Outreach                                     | n/a                                  | n/a                                  | 4 Report                        | 4 Quarterly reports submitted | n/a                                                           | n/a                    |
| 2.4.3 | Administration of Braille Transcribers including examination when appropriate    | Assessment report and/or results from examination process                 | Annual Sectional report i.r.o. Administration of Braille Transcribers including examination when appropriate | n/a                                  | n/a                                  | 1 Report                        | 1 Report submitted            | n/a                                                           | n/a                    |

NB: Above indicator/s with a not applicable(n/a) in prior years "were not part of the prior Strategic Plan".

### Notes:

- Most of the above indicators are qualitative indicators due to the nature of the reporting required and the indirect control of outcomes. The monthly and/or quarterly reports to the Chief Executive Officer illustrates the progress achieved in meeting the objectives.
- Under objective 2.4.2, work was undertaken with various schools. A Braille and Tactile Training video was shared with them.
- Under objective 2.4.3, Braille exams were written in English and Sesotho. 2 Candidates passed the exams.



## Programme 3: Public Engagement

### Sub-programme 3: Marketing and Promotion

#### Impact Statement:

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

#### Goal:

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

#### Purpose/Functions:

Marketing and promoting the Library's products and services.

Strategic objectives, performance indicators planned targets and actual achievements

| No.   | Outcome                                                     | Output                                     | Output Indicator                                         | Audited Actual Performance 2018/2019 | Audited Actual Performance 2019/2020 | Planned Annual Target 2020/2021 | Actual Achievement 2020/2021  | Deviation from planned target to Actual Achievement 2020/2021 | Reasons for deviations |
|-------|-------------------------------------------------------------|--------------------------------------------|----------------------------------------------------------|--------------------------------------|--------------------------------------|---------------------------------|-------------------------------|---------------------------------------------------------------|------------------------|
| 3.1.1 | Marketing and promoting the Library's products and services | Quarterly reports on marketing initiatives | Quarterly Sectional reports i.r.o. marketing initiatives | n/a                                  | n/a                                  | 4 Reports                       | 4 Quarterly reports submitted | n/a                                                           | n/a                    |

#### Notes:

1. Quarterly meetings were held around marketing initiatives and planning; minutes were recorded accordingly.



# Institutional response to the Covid-19 pandemic

Most users of this annual report are aware of the Covid-19 pandemic through the various addresses to the nation by our President and the information sharing sessions by various members of the Ministerial Advisory Committee on the Coronavirus Disease. The Library Management has ensured the necessary health and safety precautions are in place and that any major risks are mitigated. With that being said, due to the nature of the virus, there were times whereby interruption to services were enforced, however these were carefully controlled and monitored. More information will be contained in the CEO's report, however Management ensured

operations were not detrimentally affected. The Department of Sport, Arts and Culture (DSAC) has assured Management the future subsidy funds to the Library will not be detrimentally affected and therefore there is no risk in relation to going concern. Expenditure is in line and within budgeted resources. In 2020/21 R 287 000 was spent, and in 2019/20 R 2 000, on Covid-19 related expenses for own Institutional uses. No relief programmes/beneficiaries were administered during 2020/21 by the SALB; the DSAC administered Sector/Beneficiary relief through the Department and other Entities reporting to them.

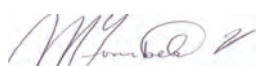
## Linking Performance with Budgets

|                                    | 2020/2021     |                    |                            | 2019/2020     |                    |                            |
|------------------------------------|---------------|--------------------|----------------------------|---------------|--------------------|----------------------------|
| Programme/Activity/objective       | Budget        | Actual Expenditure | (Over) / Under Expenditure | Budget        | Actual Expenditure | (Over) / Under Expenditure |
|                                    | R '000        | R '000             | R '000                     | R '000        | R '000             | R '000                     |
| Programme 1 - Administration       | 24,056        | 20,683             | 3,432                      | 20,496        | 19,625             | 871                        |
| Programme 2 - Business Development | 14,951        | 10,513             | 4,440                      | 15,277        | 14,513             | 764                        |
| Programme 2 - Public Engagement    | 230           | 208                | 22                         | 4,010         | 2,725              | 1,285                      |
| <b>Total</b>                       | <b>39,237</b> | <b>31,404</b>      | <b>7,894</b>               | <b>39,783</b> | <b>36,863</b>      | <b>2,920</b>               |

The table above is a brief summary of the budget and expenditure per programme, and more detail information is contained in the Annual Financial Statements including reasons for savings/under-expenditure.

## Revenue collection

The main source of revenue for the Library is the subsidy provided by the National Department of sport, Arts and Culture. The amount received for the year was R23,365,000, which was budgeted for and fully utilised. The other income classification is contained in the Statement of Financial Performance in the Annual Financial Statements.



M Ntombela  
CEO  
Date: 31 May 2021



Y Ramcharan  
CFO  
Date: 31 May 2021



# 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 2020/2021

# 3. EXECUTIVE AUTHORITY

The Management of the Library submitted four quarterly reports to the Department of Sport, 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:

- (a) to formulate the policies of the Library for the Blind;
- (b) to approve the budget of the Library for the Blind;
- (c) to approve the financial statements of the Library for the Blind;
- (d) to advise the Minister with regard to matters with which

- the Library for the Blind is concerned; and
- (e) 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 and reviewed during every board term thereafter. The Board aligns its legal responsibilities with the Charter and complies with all requirements.

### Composition of the Board

| Name             | Designation        | Date app | Qualifications                                                                                                                             | Area of Expertise                                                                                                                                                                                                                                                                                                                                                              | Board Directorships                                                                                                                                                                                                    |
|------------------|--------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Adv TM Masutha   | Chairperson        | 2019     | B.Iuris, University of Limpopo LLB, Wits                                                                                                   | Minister of Justice and Correctional Services: 2014-2019<br>Deputy Minister of Science and Technology: 2013-2014                                                                                                                                                                                                                                                               | Founding member of the Northern Transvaal Association of the Blind<br>Served on the Executive Committee, National Council for the Blind: 1989-1996<br>Director of the Disability Rights Unit, Lawyers for Human Rights |
| Mr X Yekani      | Deputy Chairperson | 2016     | BA Honours (Journalism)<br>BA Media Studies                                                                                                | Research<br>Strategic Management                                                                                                                                                                                                                                                                                                                                               | Nkosinathi Foundation for the Blind and Partially Sighted Persons<br>SABC National Disability Committee<br>Deputy Chair Provincial EE Committee SANCB                                                                  |
| Mr MMD Buthelezi | Board Member       | 2019     | BA Hons, UNISA<br>BA, UNISA Post Graduate Diploma in Marketing Management, UNISA<br>Media Management Programme, University of Stellenbosch | Director: Mzansi On-line, National Library of South Africa: 2014-2018<br>Regional Manager, Oxford University Press: 2010-2014<br>National Manager: Marketing, Via Africa Publishers: 1987-2010<br>Educator, Department of Education – KZN: 1980-1987                                                                                                                           |                                                                                                                                                                                                                        |
| Ms M Kgandedi    | Board Member       | 2019     | B Comm. Degree in Accounting & Business Management, University of Johannesburg                                                             | Team Leader, Consulting For Camelsa Chartered Accountants: 05/2015 – 09/2015<br>Chief Financial Officer, Pan South African Language Board: 08/2012 – 01/2014<br>Deputy Director Management Accounting & Assets, Department of Roads and Transport: 07/2009 – 07/2012<br>Deputy Director: Budgeting And Cashflow Management, Department of Human Settlements: 06/2006 – 06/2009 |                                                                                                                                                                                                                        |

| Name                 | Designation  | Date app | Qualifications                                                                                                                                                                                                                                                                                                                  | Area of Expertise                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Board Directorships                                                                                               |
|----------------------|--------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| <b>Ms DL Maraka</b>  | Board Member | 2019     | BA, UNISA<br>BED, UNISA<br>BHons: Languages, University of Pretoria<br>Masters Diploma in Human Resources, RAU<br>Further Diploma in Education, RAU                                                                                                                                                                             | Managing Member, Fallout 1132cc: 2000-to date<br>Human Resources Manager, Lepelle Northern Water: 2003-2004<br>Social Consultant, Roads Agency Limpopo: 2008-2012<br>Consulting Manager, NIA-COSMEC: 2004-2005<br>HR Senior Manager, Legal Aid Board: 2002-2003<br>HR Manager, Eskom – Mpumalanga: 1999-2001<br>HR Community Development Manager, Eskom Matimba Power Station: 1996-2001<br>School Psychologist, Department of Education: 1986-1996<br>HOD/School Principal, Limpopo Department of Education: 1981-1986 | Board member and Chairperson of HR Committee, Lepelle Northern Water: 2007-2011<br>Board member, LIBSA: 2004-2006 |
| <b>Dr S Neerputh</b> | Board Member | 2016     | BA<br>B Bibl Honours<br>B Bibl Masters<br>PhD (Library & Information Science)                                                                                                                                                                                                                                                   | Library Management & Leadership                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | CHELSEA<br>Liasa<br>SABINET<br>National Library for the Society for the Blind                                     |
| <b>Dr H Mphidi</b>   | Board Member | 2019     | Doctor of Philosophy (Information Science), University of Pretoria<br>Magister Informationis Scientiae (Information Science), University of Pretoria<br>Bachelor of Library and Information Science (Honours), University of Pretoria<br>Bachelor of Library and Information Science (with distinction), University of Pretoria | Deputy Director Innovation and Technology Transfer, Tshwane University of Technology (TUT): 2008 – Present<br>Manager – Technology Enablement, SASOL: 2007 – 2008<br>Manager – Library and Knowledge Management, Financial and Fiscal Commission (FFC): 2006 – 2007<br>Senior Information Specialist, Embassy of the United State of America: 2006<br>Information Specialist, University of Pretoria: 2000 - 2006<br>Information Assistant, University of Pretoria: 1999 – 2000                                         | Director and Board Member of Rail Manufacturing Centre for Entrepreneurship Rapid Incubator: 2019-Present         |
| <b>Ms E Ramaoka</b>  | Board Member | 2016     | MA (Information Studies)                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Research</li> <li>• Monitoring and evaluation</li> <li>• Information management</li> <li>• Strategy development and analysis</li> <li>• Policy development and analysis</li> </ul>                                                                                                                                                                                                                                                                                             |                                                                                                                   |
| <b>Mr N Ravgee</b>   | Board Member | 2016     | Bsc (Info Proc)<br>H.Dip.Accounts<br>CA (SA)                                                                                                                                                                                                                                                                                    | Financial Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | IRBA<br>SAICA<br>IRMSA<br>IOD                                                                                     |



## 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             |
|----------------|------------------|
| MR M BUTHELEZI | <b>14,076.00</b> |
| MS M KGANEDI   | <b>12,810.00</b> |
| MS D MARAKA    | <b>12,735.00</b> |
| ADV M MASUTHA  | <b>27,651.00</b> |
| DR MH MPHIDI   | <b>15,822.98</b> |

| Board Member  | Fees              |
|---------------|-------------------|
| DR S NEERPUTH | <b>13,926.00</b>  |
| MS E RAMOAKA  | <b>10,738.00</b>  |
| MR N RAVGEE   | <b>13,170.56</b>  |
| <b>TOTAL</b>  | <b>120,929.54</b> |

## 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 led 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.

- 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.

## 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,

## 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

- a. The SA Library for the Blind (SALB) is a National Statutory Organisation and an Agency of the Department of Sports, Arts and Culture.
- b. As employees of the SA Library for the Blind, we embrace the spirit of the Constitution of the Republic of South Africa and the Bill of Rights, as well as other Government policies, regulations, and guiding documents.

- c. We value life and human dignity and stand firmly opposed to gender-based violence and the abuse of woman and children.

The purpose of the Code of Conduct within the context of the SALB is to:

- a. Record, and communicate in writing, a set of guidelines in terms of acceptable conduct and ethical behaviour observed by all employees of the SALB;
- b. Maintain a healthy and positive organizational culture at the SALB;
- c. Ensure the observance - by all staff of the SALB - of the Vision, Mission and Mandate of the SALB, the SALB Values, its policies, procedure guidelines, standards, documents, etc.; as well as the broader Government objectives and goals, including, but not limited to drives and initiatives aimed at eliminating and/or eradicating gender-based violence and the abuse of woman and children.

In instances of breach of the SALB Code of Conduct by a staff member, an investigation will follow, and disciplinary processes implemented as and where required.

## 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.

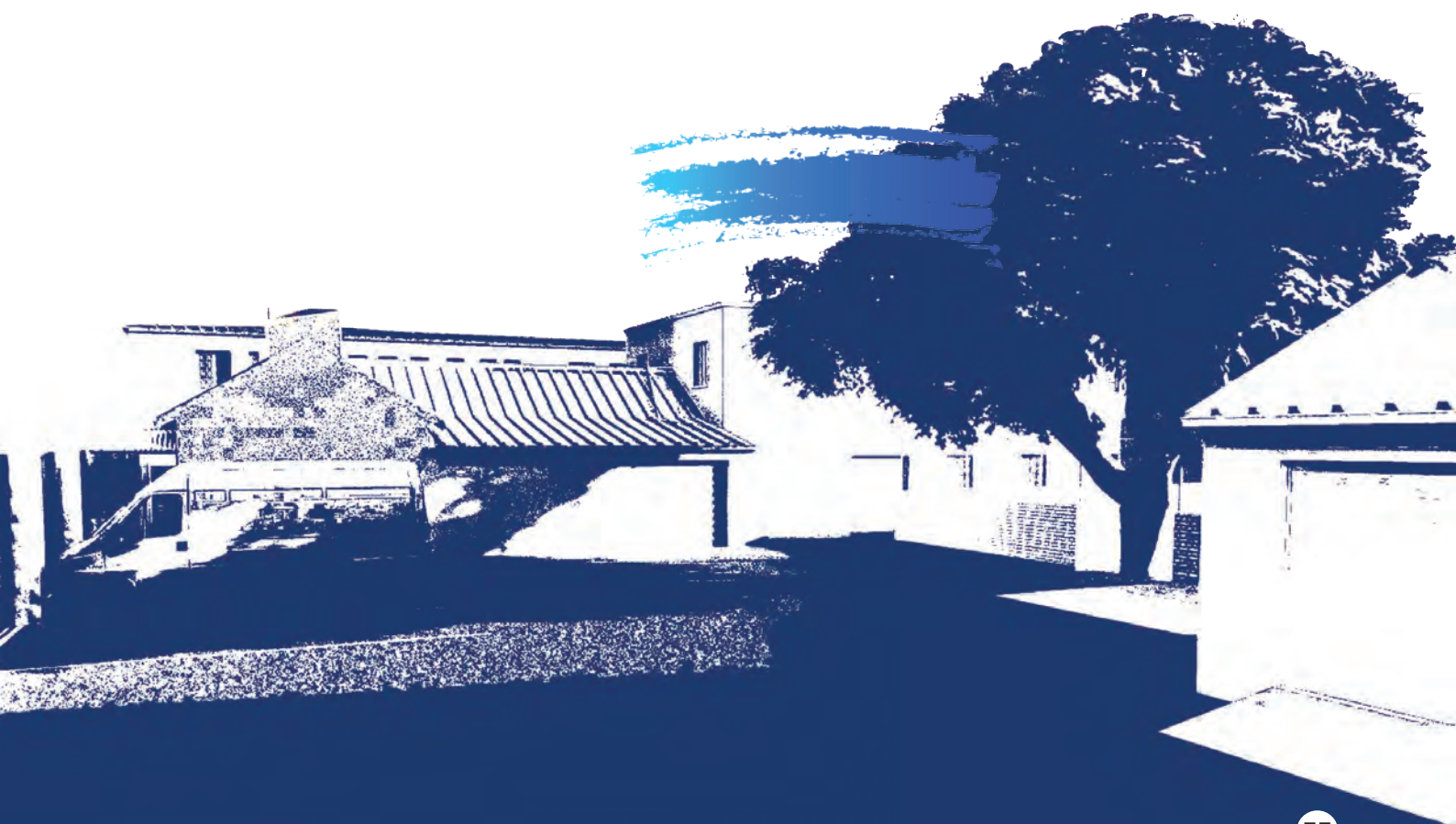
Evacuation plans: Evacuation procedures must be in place and personnel must be made aware of procedures. The SALB does have a comprehensive evacuation plan, and emergency evacuation drills are held at least twice a year. The Library has an Evac-Chair to assist people down a staircase. Training on how 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 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.



# 15. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2021.

## 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, except that we have not reviewed changes in accounting policies and practices.

## Audit Committee Members and Attendance at Meetings

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:

|                         | Mr L Coopasamy (Chairman)<br>MCom (UP) CA (SA) | Ms A van der Merwe<br>Bacc Hons UFS CA (SA) | Mr N Latif Kader<br>M Com (UP) CA (SA) |
|-------------------------|------------------------------------------------|---------------------------------------------|----------------------------------------|
| Appointed               | 01 June 2016                                   | 01 August 2018                              | 01 August 2018                         |
| Resigned                | 31 July 2021                                   | n/a                                         | n/a                                    |
| Meeting: 9 June 2020    | ✓                                              | ✓                                           | ✓                                      |
| Meeting: 27 July 2020   | ✓                                              | ✓                                           | ✓                                      |
| Meeting: 11 August 2020 | ✓                                              | ✓                                           | ✓                                      |
| Meeting: 30 March 2021  | ✓                                              | ✓                                           | ✓                                      |

## The Effectiveness of Internal Control

Our review of the findings of the internal audit work, which was based on the risk assessments conducted at SALB revealed certain weaknesses, which were then raised with SALB management. 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 reviews were completed during the year under review over the following areas:

- Supply chain management
- Performance Information
- Annual financial statements
- Bank and Cash
- Asset Management
- IT Review – General Controls and Follow up review
- Human Resources Management
- Disaster Management
- Follow Up Reviews from previous IA findings and AG findings in 2019/20
- Review of Audit committee & Internal audit charter

Issues identified were of a housekeeping nature. All prior year findings were adequately addressed and resolved.

## In-Year Management and Monthly/Quarterly Report

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

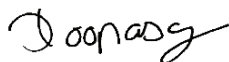
## Evaluation of Financial Statements

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

## Auditor'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 concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.



**Leon Coopasamy**

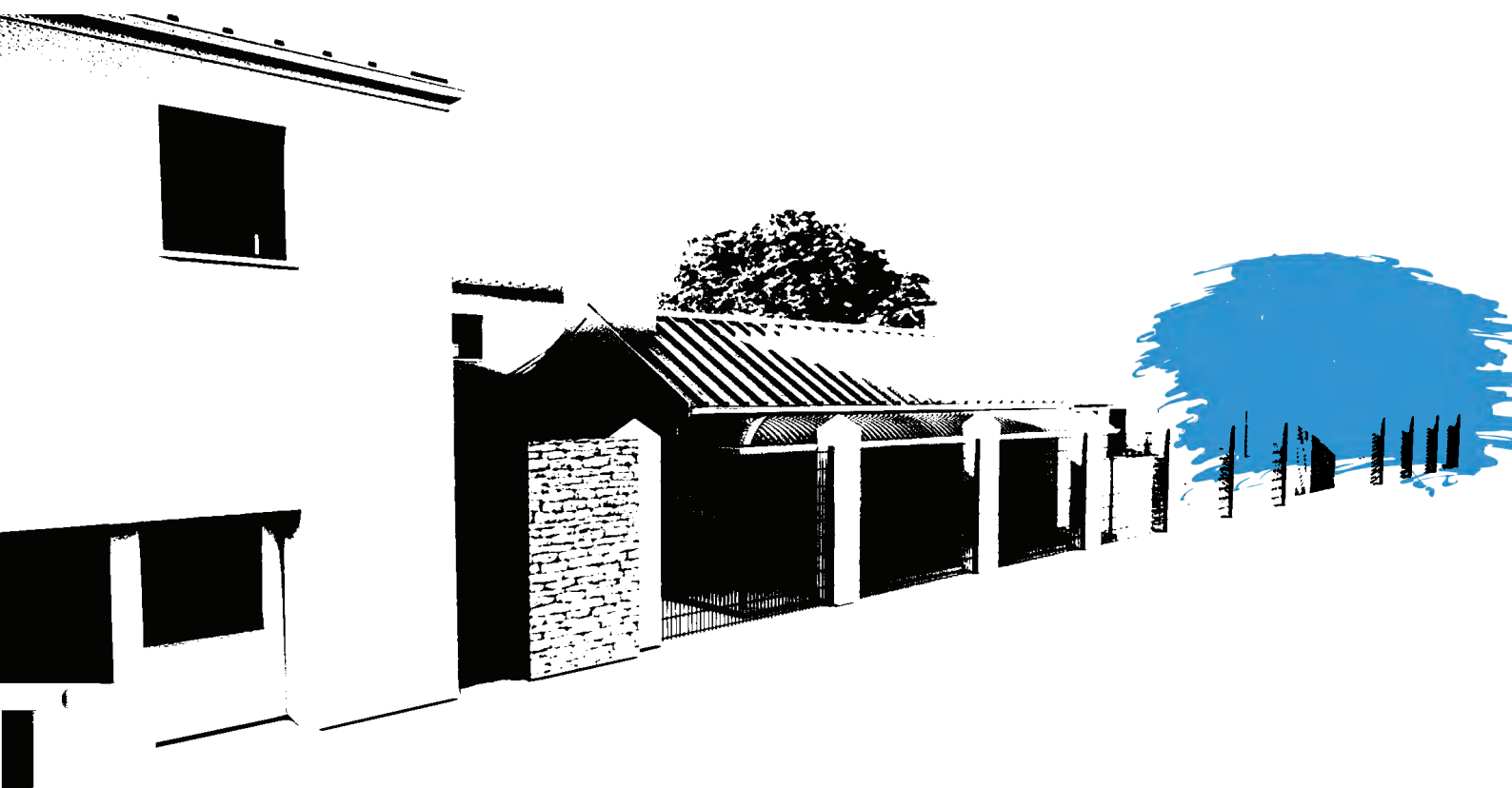
**Chairperson of the Audit Committee**  
**The South African Library for the Blind**  
**25 August 2021**

## Audit Committee Members and Attendance at Meetings

| Date           | Mr L Coopasamy<br>(Chairperson)<br>MCom (UP) CA (SA) | Ms A van der Merwe<br>Bacc Hons UFS<br>CA (SA) | Mr N Latif Kader<br>MCom (UP) CA (SA) |
|----------------|------------------------------------------------------|------------------------------------------------|---------------------------------------|
| 9 June 2020    | ✓                                                    | ✓                                              | ✓                                     |
| 27 July 2020   | ✓                                                    | ✓                                              | ✓                                     |
| 11 August 2020 | ✓                                                    | ✓                                              | ✓                                     |
| 30 March 2021  | ✓                                                    | ✓                                              | ✓                                     |

## Audit Committee 2020/2021

| Name                            | Qualifications       | Internal or external | If internal, position in the public entity | Date appointed | Date resigned | Number of meetings attended |
|---------------------------------|----------------------|----------------------|--------------------------------------------|----------------|---------------|-----------------------------|
| Mr L Coopasamy<br>(Chairperson) | Chartered Accountant | External             |                                            | 1 June 2016    |               | 4                           |
| Ms A van der Merwe              | Chartered Accountant | External             |                                            | 1 August 2018  |               | 4                           |
| Mr N Latif Kader                | Chartered Accountant | External             |                                            | 1 August 2018  |               | 4                           |



## 16. LEGISLATIVE AND POLICY MANDATES

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

- Public Finance Management Act, No. 1 of 1999 (as amended):

The SALB is committed to comply fully with the provisions of the Public Finance Management Act and Treasury regulations. An area where the Library still falls short of what the Act requires relates to a fully operational Supply Chain Management framework.

The Library is striving towards achieving this objective. In addition, the Library's financial policies are regularly 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 in place.

- Employment Equity Act, No. 55 of 1998 (as amended):

The SALB is an Organ of State, as defined in the Constitution of South Africa and is therefore required to conform to the requirements of the Employment Equity Act. The Library has an Employment Equity Manager, as well as an Employment Equity committee in place. An Employment Equity report for the SALB is submitted online to the Department of Labour

every year, as required by Legislation. Because the Library employs fewer than 150 employees, we are regarded as a small organization in terms of the Act.

- Skills Development Act, No. 97 of 1998 (as amended):

The Management of the SALB places a high value on the skills development of its staff. The Skills Development Act requires designated employers to submit formal Skills Development Plans on an annual basis to the relevant SETA (ETDP SETA). The SALB will ensure that it complies with the requirements of the Act.

- Promotion of Access to Information Act, No. 2 of 2000 (as amended):

The Library submitted their Section 51 Manual in terms of the Promotion of Access to Information Act to the SA Human Rights Commission during 2011. The Manual is available in English, Afrikaans and isiXhosa.

- Occupational Health & Safety Act, No 85. of 1993 (as amended):

The Library has a Health & Safety Committee in place which operates in compliance with the Act. Frequent reports are submitted, and meetings conducted. Applicable staff received First Aid training and emergency evacuation drills are conducted on a regular basis.

## 17. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table should have been completed in accordance with the compliance to the BBBEE requirements as required by the BBBEE Act and as determined by the Department of Trade and Industry. Where there has been no or only partial compliance with the criteria, the entity provides a discussion and also indicates the measures taken to comply.

**TEMPLATE ON REPORTING BY ORGANS OF STATE AND PUBLIC ENTITIES IN TERMS  
OF SECTION 13(G)(1) OF THE BROAD-BASED BLACK ECONOMIC EMPOWERMENT  
ACT 53 OF 2003 AS AMENDED BY ACT 46 OF 2013**

|                                                                 |                                                                       |
|-----------------------------------------------------------------|-----------------------------------------------------------------------|
| Name of Sphere of Government / Public Entity / Organ of State : | South African Library for the Blind                                   |
| Registration Number (If Applicable):                            | n/a                                                                   |
| Physical Address:                                               | 112B High Street, Makhanda (Grahamstown),<br>6139                     |
| Type of Sphere of Government / Public Entity / Organ of State:  | Schedule 3A                                                           |
| Organisation Industry / Sector                                  | Entity under the Department of Sport, Arts and<br>Culture (Libraries) |

The following table must be completed in full by the Sphere of Government / Public Entity /  
Organ of State:

| <b>Has the Sphere of Government / Public Entity / Organ of State applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:</b> |                                                                                            |                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <b>Criteria</b>                                                                                                                                                                  | <b>Circle relevant answer</b>                                                              | <b>Attachment</b>                                                                                                                     |
| Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law                          | Yes / <u>No</u>                                                                            | If Yes, please attach Qualification Criteria as well as the compliance report of implementation thereof in the Annual Report          |
| Developing and implementing a preferential procurement policy                                                                                                                    | Yes / <u>No</u><br><i>(The Treasury and OCPO regulations are used to guide the Entity)</i> | If Yes, please attach Preferential Procurement Policy as well as the compliance report of implementation thereof in the Annual Report |
| Determining qualification criteria for the sale of state-owned enterprises                                                                                                       | Yes / <u>No</u>                                                                            | If Yes, please attach Qualification Criteria as well as the compliance report of implementation thereof in the Annual Report          |
| Developing criteria for entering into partnerships with the private sector                                                                                                       | Yes / <u>No</u>                                                                            | If Yes, please attach Qualification Criteria as well as the compliance report of implementation thereof in the Annual Report          |
| Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment                                          | Yes / <u>No</u>                                                                            | If Yes, please attach Qualification Criteria as well as the compliance report of implementation thereof in the Annual Report          |

APPROVED BY:



ACCOUNTING AUTHORITY:

SPHERE OF GOVERNMENT / PUBLIC ENTITY / ORGAN OF STATE:

DATE: 31 / 08 / 2021



# PART D: **HUMAN RESOURCES MANAGEMENT**



# 1 - INTRODUCTION

## THE STATUS OF HUMAN RESOURCES AT THE SA LIBRARY FOR THE BLIND (OVERVIEW)

The Coronavirus had a significant impact on the activities at the SA Library for the Blind during the period under review. It significantly altered the way in which staff within the Library operated and alternating work-from-home and work-from-the office schedules were at the order of the day.

A total of 10 appointments were made during the year under review against 2 terminations of service. Of the 10 appointments, two appointments were made to the permanent establishment of the Library. It was that of Mr Mandla Ntombela as CEO and Ms Khanyisa Nohe as IT & General Technical Officer. Three staff members were appointed in the Provincial funded project roles. Ms Maake was appointed as Snr Project and Mini-Libraries Coordinator, Lethabo Dikgale as Project Coordinator for Limpopo, and Lucas Matlala as Project Coordinator for Gauteng.

It was regrettable for the Library, but to her benefit that Ms Maake resigned after two months of employment on account of having been offered a more stable position elsewhere. One other employee in the Braille Production Section was successful in her application for income protection benefits on account of a deteriorating medical condition.

The President, Mr Cyril Ramaphosa appealed to employers to do everything in their power to generate employment for youth, women, and persons with disabilities, albeit short term positions, to help ease the impact of the Coronavirus on the South African population. To answer the call of the President, four employees were employed on contract and one employee was appointed as an Intern at the SALB. Two employees served as Reception Relief Assistants on alternating work weeks, and two as Drivers, also on alternating work weeks. The Intern assisted in the Projects and Library Services Section of the Library.

From an employment equity perspective, the demographic profile of terminated employees was both African Female. 4 African Female employees, 5 African Male and one Coloured Female employee was appointed during the year.

Face-to-face training sessions were minimised due to Coronavirus activity and fluctuating lockdown levels, but still R151 000 was invested in staff training and development. Formal training included Post Graduate studies by four Senior Managers, Operations Management online short course by one Line Manager and Project Management by a Supervisor, and a Financial Project Achiever course by another Supervisor. One staff member enrolled for a Graphic Design course. There were other courses of a less formal status as well.

### HUMAN RESOURCE PRIORITIES FOR THE YEAR UNDER REVIEW AND THE IMPACT OF THESE PRIORITIES

Financial constraints resulting from the strained National fiscus continue to present a challenge in terms of appointing suitably qualified permanent employees at the SALB in long standing vacancies. This has now started to affect the filling of vacancies that arise in the short-term. The SALB continued complementing its staff base with Interns and short-term contract staff.

The very active participation of and provision of funding by the Provincial Departments of Sports, Recreation, Arts and Culture is as always much appreciated and have become a crucial source to fund services to the Blind and Visually Impaired persons within South Africa and more specifically to reach visually impaired persons in more rural areas. The initiative also assists to job creation. Through this funding initiative all 9 Provinces have Project Coordinators in place and two also have Project Assistants in place to oversee the establishment, or maintenance of service points for the blind in the pre-identified public libraries. There is also a Snr Project Coordinator position and a Contract staff member that is funded through this drive. Furthermore, two Interns also assist in the Project functions. Two of the staff assisting in the Project function are blind, which adds to the creation of employment for persons with disabilities. We hereby acknowledge and express our appreciation to all involved in funding the Provincial Mini-Libraries Project.

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

The National fiscus remains constrained and the impact of the Coronavirus only worsened the situation. Nationally job losses were terribly high, or salaries/wages were cut by reducing working hours to try and ensure that businesses remain afloat.

President Ramaphosa appealed to the Public and Private sector to seek creative ways to save jobs and livelihoods, or create more



employment particularly for youth, women, and persons with disabilities. In response to this appeal, the Director-General of the Department of Sport, Arts and Culture appealed to Public Entities to do the same. Upon a recommendation from SALB's Management, the Board of Directors approved the appointment of two contract workers to alternate work weeks as Reception Relief Assistants, two drivers to alternate work weeks to drive staff who generally use public transportation to work, and an intern.

It is difficult for the Library in general to attract and retain suitable staff in Makhanda (Grahamstown). Contrary to this notion, the Board managed to attract and appoint a highly qualified and seasoned African male employee to take up the vacant position of CEO at the SA Library for the Blind.

Based on the funding allocation from the National Department of Sport, Arts and Culture, the SALB hires interns rather than permanent staff members where such appointments are possible to save money. Several positions have been frozen for many years, and new vacancies are also being negatively affected by the budget constraint.

Additionally, the SALB strives to appoint visually impaired persons to Internships and new positions in order to build a workforce of individuals with disabilities. We understand that this process may take time as vacancies need to open before appointments can be made.

During the year under review SALB has made 10 appointments - 9 from the African population group - 4 females and 5 males - and 1 Coloured female.

As part of its transformation efforts, the SALB re-advertises vacant positions to increase the pool of candidates from designated groups. Recruitment agencies are also used occasionally in this regard, particularly for high-level positions or specialised positions.

## EMPLOYEE PERFORMANCE MANAGEMENT

Through the dedication and hard work of the staff members at the SALB, all 26 Annual Performance Targets for the Library were fully achieved during the year under review. We acknowledge staff for this momentous achievement, especially during the difficult times of the Coronavirus pandemic.

Financial constraints drastically limit the ability of SALB Management to reward high performing staff. 34 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 staff wellness program at SALB offers staff who are experiencing hardships or serious challenges support and counselling to enable teamwork and to improve the SALB corporate culture. It is for the purpose of encouraging and fostering teamwork in the workplace, and improving SALB's corporate culture and staff morale. In response

to the Covid-19 pandemic, the SALB Management also assisted staff who were exposed to the disease or were close to those who were hospitalised with the disease. During the year under review, four staff members and one board member tested positive for the Coronavirus. SALB management is grateful to report that there were no deaths amongst SALB staff because of the Coronavirus.

## POLICY DEVELOPMENTS

The SALB has around 16 formal Policies and 29 Manuals/Codes/Plans and related formal documents to guide staff Conditions of Service, conduct, rights and responsibilities and business operations/matters. These documents are reviewed regularly (mostly annually) and updated as and when required in line with industry norms and standards. Any updates to formal Policies are communicated with staff and only amended after a consultative process is followed. Board approval/ratification is also sought during updating of formal policies.

During the year under review, several 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

In the past year, the following accomplishments/highlights stood out:

- Despite the impact of the Coronavirus, there were no loss of lives of staff during the year. Sadly, some staff members have lost close family members due to the pandemic. Our thoughts remain with them.
- All annual targets/objectives were achieved during the year, despite challenges faced with work methods and lockdown restrictions due to the pandemic.
- There were no job losses because of the impact of the Coronavirus at the SALB. It was only through one resignation and one medical boarding that two staff members left the employ of the SALB during the year under review.

Through the Skills Development Fund of the Library around R151 000 was expended on staff development and training. Four Senior Managers were enrolled for Post Graduate studies. Three for Post Graduate Diploma's and one for B. Comm. Honours studies. Some staff members benefited from more than one course or training intervention during the year under review.

## HUMAN RESOURCE CHALLENGES FACED

Challenges faced within the Human Resources environment continue to relate to financial constraints due to the poor economic climate. The SALB would like to increase their workforce by hiring more staff members and interns, particularly to increase their service offering to members in all the official languages of South Africa. Funding limitations impede this, however.



Among the challenges faced by SALB is attracting persons fluent in languages that are not native to the Eastern Cape to become Narrators of audiobooks and transcribers and proofreaders of Braille books in order to contribute to the collection of reading materials in all official South African languages. Since funding constraints prevent this program from providing a meaningful stipend to such individuals, it is negatively impacted.

As mentioned elsewhere in the document, the Coronavirus pandemic posed challenges to the health and safety of staff and members. Effective protection measures were adopted by the Library Management to manage the threat of the virus spreading. The requisite Personal Protective Equipment was purchased, social distancing was encouraged and managed, the library was closed for visitors, face to face interaction was minimised and regular fog-sanitising of the Library was done.

## 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 - to serve the blind and visually impaired community optimally. A concerted effort will be made to significantly increase the number of persons with disabilities and particularly visually impaired persons at the Library.

Human Resources wants to assist staff with improving their qualifications through recognition of prior learning, short courses, and formal training.

Human Resources also wants to secure external funding sources so that the SALB can hire Interns, Graduates, and Contract employees, supporting the job creation initiative of the Government.

## 2-HUMAN RESOURCE OVERSIGHT STATISTICS

**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 as far as possible. Furthermore, the figures between tables that may be regarded as corresponding, may be a little obscured by some employees who were in employment during the year, but not up to and including 31 March 2021. Some personnel costs were also included in the reporting of Departmental costing of Segment reporting in the Annual Financial Statements.

### PERSONNEL RELATED EXPENDITURE

Personnel Cost by Programme/ Activity/ Objective (1 April 2020 to 31 March 2021)

| Programme/<br>Activity/<br>Objective            | Total<br>Expenditure<br>for the entity<br>(R'000) | Personnel<br>Expenditure<br>(R'000) | Personnel<br>Expenditure<br>as a % of total<br>expenditure | Number of<br>employees | Average<br>personnel<br>cost per<br>employee<br>(R'000) |
|-------------------------------------------------|---------------------------------------------------|-------------------------------------|------------------------------------------------------------|------------------------|---------------------------------------------------------|
| Full Time Staff<br>(Excl. Project totals below) | -                                                 | 17 976                              | 49.01                                                      | 53                     | 339                                                     |
| Snr Projects Coordinator                        | -                                                 | 245                                 | 0.66                                                       | 1                      | 245                                                     |
| Eastern Cape Library Project                    | -                                                 | 680                                 | 1.86                                                       | 2                      | 340                                                     |
| Free State Library Project                      | -                                                 | 402                                 | 1.10                                                       | 1                      | 402                                                     |
| Gauteng Library Project                         | -                                                 | 303                                 | 0.83                                                       | 1                      | 303                                                     |
| KwaZulu Natal Library Project                   | -                                                 | 680                                 | 1.86                                                       | 2                      | 340                                                     |
| Limpopo Library Project                         | -                                                 | 269                                 | 0.73                                                       | 1                      | 269                                                     |
| Mpumalanga Library Project                      | -                                                 | 402                                 | 1.10                                                       | 1                      | 402                                                     |
| Northern Cape Library Project                   | -                                                 | 402                                 | 1.10                                                       | 1                      | 402                                                     |
| North West Library Project                      | -                                                 | 402                                 | 1.10                                                       | 1                      | 402                                                     |
| Western Cape Library Project                    | -                                                 | 402                                 | 1.10                                                       | 1                      | 402                                                     |
| <b>TOTAL</b>                                    | <b>36 641</b>                                     | <b>22 163</b>                       | <b>60.49</b>                                               | <b>65</b>              | <b>341</b>                                              |



#### Personnel costs by salary band (excluding Project Staff, Narrators and Proofreaders, but includes Interns)

| Salary Levels                 | Personnel Expenditure (R'000) | % of total Personnel Expenditure to total personnel cost | Number of employees | Average personnel cost per employee (R'000) |
|-------------------------------|-------------------------------|----------------------------------------------------------|---------------------|---------------------------------------------|
| Top Management                | -                             | -                                                        | -                   | -                                           |
| Senior Management (P2-3)      | 494                           | 2.75                                                     | 1                   | 494                                         |
| Professional qualified (P4-7) | 4 455                         | 24.78                                                    | 5                   | 891                                         |
| Skilled (P8-11)               | 7 406                         | 41.19                                                    | 17                  | 436                                         |
| Semi-skilled & other (P12-15) | 4 659                         | 25.92                                                    | 18                  | 259                                         |
| Unskilled (P16-19)            | 962                           | 5.35                                                     | 12                  | 80                                          |
| <b>TOTAL</b>                  | <b>17 976</b>                 | <b>100</b>                                               | <b>53</b>           | <b>339</b>                                  |

*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*

#### Performance Rewards by salary band (excluding Project Staff, Narrators and Proofreaders)

| Salary Levels                 | Performance Rewards (R'000) | Personnel Expenditure (R'000) | % of Performance Rewards to total personnel cost |
|-------------------------------|-----------------------------|-------------------------------|--------------------------------------------------|
| Top Management                | -                           | -                             | -                                                |
| Senior Management (P2-3)      | -                           | 494                           | -                                                |
| Professional Qualified (P4-7) | 52                          | 4 455                         | 0.29                                             |
| Skilled (P8-11)               | 56                          | 7 406                         | 0.31                                             |
| Semi-skilled & other (P12-15) | 29                          | 4 659                         | 0.16                                             |
| Unskilled (P16-19)            | -                           | 962                           | -                                                |
| <b>TOTAL</b>                  | <b>137</b>                  | <b>17 976</b>                 | <b>0.76</b>                                      |

*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*

#### Training Costs by Programme/ Activity/ Objective (1 April 2020 to 31 March 2021)

| Programme/ Activity/ Objective               | Personnel Expenditure (R'000) | Training Expenditure (R'000) | Training Expenditure as a % of personnel cost | No. of employees trained | Average training cost per employee (R'000) |
|----------------------------------------------|-------------------------------|------------------------------|-----------------------------------------------|--------------------------|--------------------------------------------|
| Full Time Staff (Excl. Project totals below) | 17 976                        | 151                          | 0.84                                          | 29                       | 5                                          |
| <b>TOTAL</b>                                 | <b>17 976</b>                 | <b>151</b>                   | <b>0.84</b>                                   | <b>29</b>                | <b>5</b>                                   |



## EMPLOYMENT AND VACANCIES

### Employment and vacancies by Programme / Activity / Objective

| Programme/<br>Activity/<br>Objective                                                         | 2019/2020<br>No. of<br>Employees as<br>at 31/03/2020 | 2020/2021<br>Approved<br>Posts<br>01/04/2020 | 2020/2021<br>No. of<br>Employees as<br>at 31/03/2021 | 2020/2021<br>Vacancies | % of Vacancies |
|----------------------------------------------------------------------------------------------|------------------------------------------------------|----------------------------------------------|------------------------------------------------------|------------------------|----------------|
| Full Time Staff (Excl. project staff below,<br>but incl. Interns and general contract staff) | 46                                                   | 62                                           | 49                                                   | 16                     | 100            |
| Snr Projects Coordinator                                                                     | 1                                                    | 1                                            | 0                                                    | 1                      | 100            |
| EC Library Project                                                                           | 2                                                    | 2                                            | 2                                                    | -                      | -              |
| Free State Library Project                                                                   | 1                                                    | 1                                            | 1                                                    | -                      | -              |
| Gauteng Library Project                                                                      | -                                                    | 1                                            | 1                                                    | 1                      | 100            |
| KZN Library Project                                                                          | 2                                                    | 2                                            | 2                                                    | -                      | -              |
| Limpopo Library Project                                                                      | -                                                    | 1                                            | 1                                                    | 1                      | 100            |
| Mpumalanga Library Project                                                                   | 1                                                    | 1                                            | 1                                                    | -                      | -              |
| Northern Cape Library Project                                                                | 1                                                    | 1                                            | 1                                                    | -                      | -              |
| North West Library Project                                                                   | 1                                                    | 1                                            | 1                                                    | -                      | -              |

*Note: Project posts are reported on separately from full time staff in the table above as each project relates to a separate conditional grant.*

### Employment and vacancies by salary band as at 31 March 2021

| Salary Band                   | 2019/2020 No.<br>of Employees<br>as at<br>31/03/2020 | 2020/2021<br>Approved Posts<br>01/04/2020 | 2020/2021 No.<br>of Employees<br>as at<br>31/03/2021 | 2020/2021<br>Vacancies | % of Vacancies |
|-------------------------------|------------------------------------------------------|-------------------------------------------|------------------------------------------------------|------------------------|----------------|
| Top Management                | -                                                    | -                                         | -                                                    | -                      | -              |
| Senior Management (P2-3)      | 1                                                    | 1                                         | 1                                                    | -                      | -              |
| Professional qualified (P4-7) | 5                                                    | 5                                         | 5                                                    | -                      | -              |
| Skilled (P8-11)               | 14                                                   | 23                                        | 16                                                   | 7                      | 77.78          |
| Semi-skilled & other (P12-15) | 18                                                   | 21                                        | 19                                                   | 2                      | 22.22          |
| Unskilled (P16-19)            | 8                                                    | 8                                         | 8                                                    | -                      | -              |
| <b>TOTAL PERMANENT STAFF</b>  | <b>46</b>                                            | <b>58</b>                                 | <b>49</b>                                            | <b>9</b>               | <b>100</b>     |

*Note: A number of positions are frozen/unfunded at SALB due to funding constraints. It is standard practice to review the need to fill a position in its present form, or to freeze a position and/or fund another post with the funding of the vacated position each time someone vacate a position at SALB. This is done to try and balance the service operations with funding availability in a constrained environment. The services of Recruitment agencies are often used to assist during the recruitment processes of critical, high-level or specialist posts to ensure suitably qualified candidates from designated groups are reached and appointed. At times positions are re-advertised if a sufficient number of applications from suitably qualified candidates from designated groups are not received during the first round.*



## EMPLOYMENT CHANGES

Annual turnover rates by salary band for the period 1 April 2020 to 31 March 2021

| Salary Band                   | Number of employees at the beginning of the period 1 April 2020 | Appointments and transfers into the Organisation | Terminations and transfers out of the Organisation | Employment at the end of the period 31 March 2021 |
|-------------------------------|-----------------------------------------------------------------|--------------------------------------------------|----------------------------------------------------|---------------------------------------------------|
| Top Management                | -                                                               | -                                                | -                                                  | -                                                 |
| Senior Management (P2-3)      | 1                                                               | 1                                                | -                                                  | 1                                                 |
| Professional qualified (P4-7) | 5                                                               | -                                                | -                                                  | 5                                                 |
| Skilled (P8-11)               | 14                                                              | 3                                                | 1                                                  | 16                                                |
| Semi-skilled & other (P12-15) | 18                                                              | -                                                | -                                                  | 18                                                |
| Unskilled (P16-19)            | 8                                                               | -                                                | -                                                  | 8                                                 |
| <b>TOTAL PERMANENT STAFF</b>  | <b>46</b>                                                       | <b>4</b>                                         | <b>1</b>                                           | <b>49</b>                                         |

Note: The above table relates to the permanent staff compliment only and excludes project posts.

| Programme/Activity/Objective                                                              | Number of employees at the beginning of the period 1 April 2020 | Appointments and transfers into the Organisation | Terminations and transfers out of the Organisation | Employment at the end of the period 31 March 2021 |
|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------------------------------------|----------------------------------------------------|---------------------------------------------------|
| Full Time Staff (Excl. project staff below, but incl. Interns and general contract staff) | 46                                                              | 4                                                | 1                                                  | 49                                                |
| Snr Projects Coordinator                                                                  | -                                                               | 1                                                | 1                                                  | -                                                 |
| EC Library Project                                                                        | 2                                                               | -                                                | -                                                  | 2                                                 |
| Free State Library Project                                                                | 1                                                               | -                                                | -                                                  | 1                                                 |
| Gauteng Library Project                                                                   | -                                                               | 1                                                | -                                                  | 1                                                 |
| KZN Library Project                                                                       | 2                                                               | -                                                | -                                                  | 2                                                 |
| Limpopo Library Project                                                                   | -                                                               | 1                                                | -                                                  | 1                                                 |
| Mpumalanga Library Project                                                                | 1                                                               | -                                                | -                                                  | 1                                                 |
| Northern Cape Library Project                                                             | 1                                                               | -                                                | -                                                  | 1                                                 |
| North West Library Project                                                                | 1                                                               | -                                                | -                                                  | 1                                                 |
| Western Cape Library Project                                                              | 1                                                               | -                                                | -                                                  | 1                                                 |

Reasons why staff left the Organisation for the period 1 April 2020 to 31 March 2021

| Reason                                                               | Number   | % of total number of staff leaving                  |
|----------------------------------------------------------------------|----------|-----------------------------------------------------|
| Death                                                                | -        | -                                                   |
| Resignation                                                          | 1        | 50                                                  |
| Expiry of contract                                                   | -        | -                                                   |
| Dismissal – operational changes                                      | -        | -                                                   |
| Dismissal – misconduct                                               | -        | -                                                   |
| Dismissal – inefficiency                                             | -        | -                                                   |
| Discharged due to ill-health                                         | 1        | 50                                                  |
| Retirement                                                           | -        | -                                                   |
| Transfers – promotions within organisation                           | -        | -                                                   |
| Other – Alternative Contract Positions                               | -        | -                                                   |
| <b>Total</b>                                                         | <b>2</b> | <b>100</b>                                          |
| <b>Total number of employees who left as a % of total employment</b> |          | <b>(2 terminations from 10 appointments) = 20 %</b> |

Note: The totals in the reasons for staff leaving includes terminations of the Project staff.



## LABOUR RELATIONS: MISCONDUCT AND DISCIPLINARY ACTION

| Nature of Disciplinary Action | Number   | % of total number of staff leaving |
|-------------------------------|----------|------------------------------------|
| Verbal/ 1st Warning           | -        | -                                  |
| Written Warning               | 1        | 25                                 |
| Final Written Warning         | 2        | 50                                 |
| Dismissal                     | -        | -                                  |
| Poor Performance Counselling  | 1        | 25                                 |
| <b>Total</b>                  | <b>4</b> | <b>100</b>                         |

## EMPLOYMENT EQUITY

Employment Equity Target and Employment Equity Status for Males

| Occupational Band                                                                                                 | MALE      |           |          |           |          |          |          |          |
|-------------------------------------------------------------------------------------------------------------------|-----------|-----------|----------|-----------|----------|----------|----------|----------|
|                                                                                                                   | African   |           | Coloured |           | Indian   |          | White    |          |
|                                                                                                                   | Current   | Target    | Current  | Target    | Current  | Target   | Current  | Target   |
| Top Management                                                                                                    | -         | -         | -        | -         | -        | -        | -        | -        |
| Senior Management                                                                                                 | 1         | -         | -        | -         | -        | -        | -        | -        |
| Professionally qualified and experienced specialists and mid-management                                           | 1         | 1         | -        | -         | 1        | 1        | 1        | 1        |
| Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents | 2         | 7         | 2        | 3         | -        | -        | 1        | 1        |
| Semi-skilled and discretionary decision making                                                                    | 4         | 4         | 5        | 5         | -        | -        | -        | -        |
| Unskilled and defined decision making                                                                             | -         | 3         | -        | 1         | -        | -        | -        | -        |
| Temp/Contract                                                                                                     | 7         | 2         | -        | 1         | -        | -        | -        | -        |
| Interns                                                                                                           | 1         | 1         | -        | -         | -        | -        | -        | -        |
| <b>Total</b>                                                                                                      | <b>16</b> | <b>18</b> | <b>7</b> | <b>10</b> | <b>1</b> | <b>1</b> | <b>2</b> | <b>2</b> |

The table above includes employees who have been paid during March 2021, but whose employment terminated by end March 2021.



## Employment Equity Target and Employment Equity Status for Females

| Occupational Band                                                                                                 | FEMALE    |           |          |          |          |          |          |          |
|-------------------------------------------------------------------------------------------------------------------|-----------|-----------|----------|----------|----------|----------|----------|----------|
|                                                                                                                   | African   |           | Coloured |          | Indian   |          | White    |          |
|                                                                                                                   | Current   | Target    | Current  | Target   | Current  | Target   | Current  | Target   |
| Top Management                                                                                                    | -         | -         | -        | -        | -        | -        | -        | -        |
| Senior Management                                                                                                 | -         | 1         | -        | -        | -        | -        | -        | -        |
| Professionally qualified and experienced specialists and mid-management                                           | 2         | 2         | -        | -        | -        | -        | -        | -        |
| Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents | 7         | 13        | 3        | 4        | -        | -        | -        | 1        |
| Semi-skilled and discretionary decision making                                                                    | 5         | 12        | 4        | 4        | -        | -        | -        | 2        |
| Unskilled and defined decision making                                                                             | 1         | 2         | -        | -        | -        | -        | -        | -        |
| Temp/Contract                                                                                                     | 6         | 6         | 2        | 1        | -        | -        | 1        | 1        |
| Interns                                                                                                           | 4         | 3         | -        | -        | -        | -        | -        | -        |
| <b>Total</b>                                                                                                      | <b>25</b> | <b>39</b> | <b>9</b> | <b>9</b> | <b>-</b> | <b>-</b> | <b>1</b> | <b>4</b> |

## Employment Equity Target and Employment Equity Status for persons with disabilities

| Occupational Band                                                                                                 | STAFF WITH DISABILITIES |          |          |          |
|-------------------------------------------------------------------------------------------------------------------|-------------------------|----------|----------|----------|
|                                                                                                                   | Male                    |          | Female   |          |
|                                                                                                                   | Current                 | Target   | Current  | Target   |
| Top Management                                                                                                    | -                       | -        | -        | -        |
| Senior Management                                                                                                 | -                       | -        | -        | -        |
| Professionally qualified and experienced specialists and mid-management                                           | -                       | -        | -        | -        |
| Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents | -                       | -        | 1        | 1        |
| Semi-skilled and discretionary decision making                                                                    | -                       | -        | -        | -        |
| Unskilled and defined decision making                                                                             | -                       | -        | -        | -        |
| Temp/Contract                                                                                                     | 1                       | 1        | -        | -        |
| Interns                                                                                                           | -                       | -        | 1        | 1        |
| <b>Total</b>                                                                                                      | <b>1</b>                | <b>1</b> | <b>2</b> | <b>2</b> |



"Library Management remains committed to do everything within its control to limit the impact of the pandemic on service delivery within the parameters of lockdown regulations and restrictions."

- MANDLA NTOMBELA, CEO



The background of the entire page is a dense, overlapping pattern of Euro coins. The coins are in various shades of gold and brown, with some showing the number '20' and 'EURO CENT'. Two large, solid white circles are positioned in the upper right quadrant of the page.

# PART E: **ANNUAL FINANCIAL STATEMENTS**

for the year ended 31 March 2021

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## Approval of Annual Financial Statements

The annual financial statements which appear on pages 56 to 85 have been approved and authorised for issue on date of signature by the Board and are signed by the CEO:



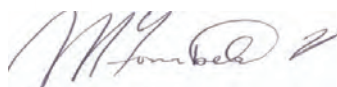
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Adv M Masutha  
Chairperson

30 July 2021

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Date



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M Ntombela  
CEO

30 July 2021

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Date

# REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE SOUTH AFRICAN LIBRARY FOR THE BLIND

## Report on the audit of the financial statements

### Opinion

1. I have audited the financial statements of the South African Library for the Blind set out on pages 55 to 85 which comprise the statement of financial position as at 31 March 2021, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the South African Library for the Blind as at 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with South African Standard of Generally Recognised Accounting Practice (SA Standard of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA).

### Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the Library in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Responsibilities of the accounting authority for the financial statements

6. The board of directors, which constitutes the accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the South African Standard of GRAP and the requirements of the PFMA and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
7. In preparing the financial statements, the accounting authority is responsible for assessing the Library's ability to continue as a going concern, disclosing, as applicable, matters relating to

# REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE SOUTH AFRICAN LIBRARY FOR THE BLIND

going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the Library or to cease operations, or has no realistic alternative but to do so.

## Auditor-general's responsibilities for the audit of the financial statements

8. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
9. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

## Report on the audit of the annual performance report

### Introduction and scope

10. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected programme presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
11. My procedures address the usefulness and reliability of the reported performance information, which must be based on the Library's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the Library enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
12. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the Library's annual performance report for the year ended 31 March 2021:

| Programme                          | Pages in the annual performance report |
|------------------------------------|----------------------------------------|
| Programme 2 – Business Development | 19 - 23                                |

13. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance

## REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE SOUTH AFRICAN LIBRARY FOR THE BLIND

planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

### Programme 2 - Business Development

14. I did not identify any material findings on the usefulness and reliability of the reported performance information for the following programme:

- Business Development

### Other matter

15. I draw attention to the matter below. Our conclusion is not modified in respect of this matter.

### Achievement of planned targets

16. Refer to the annual performance report on pages xxx for information on the achievement of planned targets for the year and management's explanations provided for the under and over achievement of targets.

## Report on the audit of compliance with legislation

### Introduction and scope

17. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the Library's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
18. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

### Other information

19. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report, which includes the directors' report and the audit committee's report. The other information does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that has been specifically reported in this auditor's report.
20. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.

## REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE SOUTH AFRICAN LIBRARY FOR THE BLIND

21. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
22. I have not yet received the annual report. When I do receive this information, if I conclude that there is a material misstatement therein, I am required to communicate the matters to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to re-issue my auditor's report amended as appropriate.

### Internal control deficiencies

23. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
24. I did not identify any significant deficiencies in internal control.

AUDITOR-GENERAL

East London  
31 July 2021



*Auditing to build public confidence*

# REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE SOUTH AFRICAN LIBRARY FOR THE BLIND

## Annexure - Auditor's responsibility for the audit

1. As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the financial statements, and the procedures performed on the reported performance information for selected programmes and on the type's compliance with respect to the selected subject matters.

### Financial statements

2. In addition to our responsibility for the audit of the financial statements as described in this auditor's report, we also:
  - identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
  - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the type's internal control
  - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting authority.
  - conclude on the appropriateness of the accounting authority's use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the South African Library for the Blind to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify our opinion on the financial statements. Our conclusions are based on the information available to us at the date of this auditor's report. However, future events or conditions may cause an entity to cease operating as a going concern
  - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

### Communication with those charged with governance

3. We communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards a

SOUTH AFRICAN LIBRARY FOR THE BLIND

## CEO'S REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The CEO presents his report of the Library for the year ended 31 March 2021

### 1. CEO AND CHAIRPERSON OF THE BOARD

The CEO is Mr M Ntombela and his business and postal addresses are as follows:

The CEO

South African Library for the Blind

112b High Street / PO Box 115

Makhanda (Grahamstown)

6139 / 6140

The Chairperson of the Board is Adv M Masutha and his postal address is as follows :

26 San Marino

324 Nieuw Muckleneuck

Pretoria

0002

### 2. PRINCIPAL ACTIVITIES OF THE LIBRARY

The South African Library for the Blind is a National Library for Blind and Visually Impaired readers, which renders a free service to its members.

### 3. OPERATING RESULTS

Surplus of R5237 000 for the year is recorded and is predominantly due to the nature of classifying production costs as capital expenditure.

There were variations as compared to the approved budget; and these are explained in note 22 on the financials.

### 4. REVIEW OF OPERATIONS

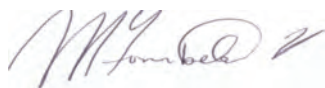
Total Revenue for the year totalled R36 641 000 which represents a decrease of 10.4% over the previous year.

Total Expenditure for the year totalled R30 768 000 which represents a decrease of 16.2% over the previous year.

Total Other (actuarial loss and loss on disposal of assets) for the year totalled R-636 000

### 5. EVENTS SUBSEQUENT TO BALANCE SHEET DATE

No other events to disclose.



**MANDLA NTOMBELA**  
CEO

Date: 31 May 2021

SOUTH AFRICAN LIBRARY FOR THE BLIND  
STATEMENT OF FINANCIAL POSITION  
AS AT 31 MARCH 2021

|                                                        | Notes | 2021<br>R 000's | 2020<br>R 000's |
|--------------------------------------------------------|-------|-----------------|-----------------|
| <b>ASSETS</b>                                          |       |                 |                 |
| <b>Non-current assets</b>                              |       | <b>81 391</b>   | <b>76 354</b>   |
| Property, plant and equipment                          | 2     | 1 666           | 3 085           |
| Intangible assets                                      | 3     | 79 725          | 73 269          |
| <b>Current Assets</b>                                  |       | <b>21 122</b>   | <b>22 967</b>   |
| Inventories                                            | 4     | 960             | -               |
| Trade and other receivables from exchange transactions | 5,1   | 36              | 3               |
| Other current financial assets                         | 5,2   | 5               | 8               |
| Prepayments                                            | 5,3   | 4 408           | 737             |
| Cash and cash equivalents                              | 6,1   | 15 713          | 22 219          |
| <b>TOTAL ASSETS</b>                                    |       | <b>102 513</b>  | <b>99 321</b>   |
| <b>LIABILITIES</b>                                     |       |                 |                 |
| <b>Non Current Liabilities</b>                         |       | <b>1 776</b>    | <b>1 573</b>    |
| Provision for Post Retirement Benefits                 | 7,1   | 1 776           | 1 573           |
| <b>Current Liabilities</b>                             |       | <b>8 581</b>    | <b>10 829</b>   |
| Trade and other payables from exchange transactions    | 8     | 3 834           | 1 864           |
| Provisions                                             | 9     | 196             | 192             |
| Current portion of unspent conditional grants          | 10    | 4 141           | 8 423           |
| Current portion of unspent conditional receipts        | 11    | 410             | 350             |
| <b>TOTAL LIABILITIES</b>                               |       | <b>10 357</b>   | <b>12 402</b>   |
| <b>Net Assets</b>                                      |       |                 |                 |
| <b>Capital and Reserves</b>                            |       | <b>92 156</b>   | <b>86 919</b>   |
| Accumulated surplus                                    |       | 92 156          | 86 919          |
| <b>Total Net Assets</b>                                |       | <b>92 156</b>   | <b>86 919</b>   |
| <b>TOTAL NET ASSETS AND LIABILITIES</b>                |       | <b>102 513</b>  | <b>99 321</b>   |

SOUTH AFRICAN LIBRARY FOR THE BLIND  
STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 31 MARCH 2021

|                                                                        | Notes | 2021<br>R 000's<br>Actual | 2020<br>R 000's<br>Actual |
|------------------------------------------------------------------------|-------|---------------------------|---------------------------|
| <b>Revenue</b>                                                         | 12    |                           |                           |
| <b>Revenue from non-exchange transactions</b>                          |       | <b>35 846</b>             | <b>39 604</b>             |
| Transfers and subsidies                                                | 12,1  | 23 365                    | 23 533                    |
| Gifts, sponsorships and donations                                      | 12,2  | 2 399                     | 1 222                     |
| Transfers and Sponsorships (Other Government Departments and Entities) | 12,3  | 10 082                    | 14 849                    |
| <b>Revenue from exchange transactions</b>                              |       | <b>795</b>                | <b>1 271</b>              |
| Other income                                                           | 12,4  | 4                         | 34                        |
| Interest received/earned                                               | 13    | 791                       | 1 237                     |
| <b>Total Revenue</b>                                                   |       | <b>36 641</b>             | <b>40 875</b>             |
| <b>Expenditure</b>                                                     |       |                           |                           |
| Administrative expenses                                                | 15    | (1 103)                   | (1 305)                   |
| Staff costs                                                            | 16    | (14 771)                  | (13 907)                  |
| Depreciation and amortisation expense                                  | 2&3   | (1 985)                   | (2 137)                   |
| Marketing costs                                                        | 17    | (208)                     | (2 725)                   |
| Audit fees                                                             | 18    | (646)                     | (658)                     |
| Other operating expenses                                               | 19    | (12 055)                  | (15 950)                  |
| <b>Total Expenditure</b>                                               |       | <b>(30 768)</b>           | <b>(36 682)</b>           |
| <b>Other (Loss)/Gain</b>                                               |       |                           |                           |
| Actuarial (Loss)/Gain                                                  | 7,1   | (138)                     | 656                       |
| Loss on disposal of assets                                             | 2&3   | (498)                     | (179)                     |
| <b>Total Other</b>                                                     |       | <b>(636)</b>              | <b>477</b>                |
| <b>Surplus for the year</b>                                            |       | <b>5 237</b>              | <b>4 670</b>              |

SOUTH AFRICAN LIBRARY FOR THE BLIND  
STATEMENT OF CHANGES IN NET ASSETS  
FOR THE YEAR ENDED 31 MARCH 2021

|                                    | Notes | Accumulated<br>Surplus<br>R'000 |
|------------------------------------|-------|---------------------------------|
| <b>Balance at 1 April 2019</b>     |       | <b>82 249</b>                   |
| Surplus for the year               |       | 4 670                           |
| <b>Balance as at 31 March 2020</b> |       | <b>86 919</b>                   |
| Surplus for the year               |       | 5 237                           |
| <b>Balance as at 31 March 2021</b> |       | <b>92 156</b>                   |

SOUTH AFRICAN LIBRARY FOR THE BLIND  
CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2021

|                                                            | Notes       | 2021<br>R 000's | 2020<br>R 000's |
|------------------------------------------------------------|-------------|-----------------|-----------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                |             |                 |                 |
| <b>Receipts</b>                                            |             | <b>34 765</b>   | <b>40 502</b>   |
| Transfers and subsidies                                    |             | 23 365          | 23 533          |
| Gifts, sponsorships and donations                          |             | 521             | 757             |
| Transfers and sponsorships                                 |             | 10 082          | 14 849          |
| Other receipts                                             |             | 3               | 28              |
| Interest and actuarial gain                                |             | 794             | 1 335           |
| <b>Payments</b>                                            |             | <b>(31 408)</b> | <b>(35 568)</b> |
| Staff costs                                                |             | (14 010)        | (14 892)        |
| Goods & services                                           |             | (17 398)        | (20 676)        |
| <b>Net cash flows from operating activities</b>            | <b>20.1</b> | <b>3 357</b>    | <b>4 934</b>    |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                |             |                 |                 |
| Acquisition of property, plant and equipment               |             | (902)           | (902)           |
| Acquisition of intangible assets                           |             | (4 739)         | (4 984)         |
| <b>Net cash flows from investing activities</b>            |             | <b>(5 641)</b>  | <b>(5 886)</b>  |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                |             |                 |                 |
| Current portion of unspent conditional grants and receipts |             | (4 222)         | 2 601           |
| <b>Net cash flows from financing activities</b>            |             | <b>(4 222)</b>  | <b>2 601</b>    |
| Net (decrease)/increase in cash and cash equivalents       |             | (6 506)         | 1 649           |
| Cash and cash equivalents at the beginning of the year     |             | 22 219          | 20 570          |
| <b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>    | <b>6,1</b>  | <b>15 713</b>   | <b>22 219</b>   |

SOUTH AFRICAN LIBRARY FOR THE BLIND  
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS  
FOR THE YEAR ENDED 31 MARCH 2021

| Revenue                                       | Actual<br>2019/20<br>R 000'S | 2020/2021          |               |                 |                   |              |
|-----------------------------------------------|------------------------------|--------------------|---------------|-----------------|-------------------|--------------|
|                                               |                              | Original<br>budget | Adjustments   | Final<br>budget | Actual<br>amounts | Difference   |
|                                               |                              | R 000'S            | R 000'S       | R 000'S         | R 000'S           | R 000'S      |
| Government subsidies                          | 38 383                       | 24 188             | 13 400        | 37 588          | 33 447            | 4 141        |
| Department of Sport, Arts and Culture subsidy | 23 533                       | 24 188             | (823)         | 23 365          | 23 365            | -            |
| Government grants - projects                  | 14 850                       | -                  | 14 223        | 14 223          | 10 082            | 4 141        |
| Other Income                                  | 34                           | -                  | -             | -               | 4                 | (4)          |
| Gifts, Sponsorships and Donations             | 1 222                        | 300                | 350           | 650             | 2 399             | (1 749)      |
| Interest received incl fair value gain        | 1 237                        | 1 000              | -             | 1 000           | 791               | 209          |
| Actuarial Gain                                | 656                          | -                  | -             | -               | -                 | -            |
| Transfer from reserves                        | -                            | 2 000              | (2 000)       | -               | -                 | -            |
| <b>Total revenue</b>                          | <b>41 532</b>                | <b>27 488</b>      | <b>11 750</b> | <b>39 238</b>   | <b>36 641</b>     | <b>2 597</b> |

**Operating  
Expenditure**

|                                                |        |        |         |        |        |       |
|------------------------------------------------|--------|--------|---------|--------|--------|-------|
| Compensation of employees                      | 13 907 | 19 245 | (3 620) | 15 625 | 14 771 | 854   |
| Salaries and wages                             | 11 213 | 16 000 | (4 150) | 11 850 | 11 546 | 304   |
| Social contributions                           | 2 694  | 3 245  | 530     | 3 775  | 3 225  | 550   |
| Use of goods and services                      | 22 956 | 8 243  | 15 370  | 23 613 | 16 633 | 6 980 |
| Audit fees - external                          | 522    | 590    | (50)    | 540    | 534    | 6     |
| Bank & Other Financial charges                 | 59     | 70     | -       | 70     | 56     | 14    |
| Board costs                                    | 210    | 160    | 60      | 220    | 216    | 4     |
| Book production services: Audio; Braille & BAS | 179    | 332    | 35      | 367    | 74     | 293   |
| Communication                                  | 274    | 335    | 105     | 440    | 421    | 19    |
| Consultants, contractors and special services  | 354    | 420    | 5       | 425    | 329    | 96    |
| Corporate Governance Other                     | 31     | 35     | -       | 35     | -      | 35    |
| Courier and delivery                           | 33     | 20     | 12      | 32     | 32     | -     |
| Entertainment                                  | -      | 1      | -       | 1      | -      | 1     |

SOUTH AFRICAN LIBRARY FOR THE BLIND  
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS  
FOR THE YEAR ENDED 31 MARCH 2021

| Operating<br>Expenditure Cont.      | Actual<br>2019/20<br>R 000'S | 2020/2021                     |                        |                            |                              |                       |
|-------------------------------------|------------------------------|-------------------------------|------------------------|----------------------------|------------------------------|-----------------------|
|                                     |                              | Original<br>budget<br>R 000'S | Adjustments<br>R 000'S | Final<br>budget<br>R 000'S | Actual<br>amounts<br>R 000'S | Difference<br>R 000'S |
|                                     |                              |                               |                        |                            |                              |                       |
| General Administrative Expenses     | 415                          | 185                           | 832                    | 1 017                      | 983                          | 34                    |
| General Fees for Services           | 28                           | 35                            | 8                      | 43                         | 40                           | 3                     |
| Legal fees                          | 4                            | 30                            | -                      | 30                         | -                            | 30                    |
| Insurance                           | 250                          | 100                           | 5                      | 105                        | 104                          | 1                     |
| Library and information services    | 338                          | 402                           | (40)                   | 362                        | 358                          | 4                     |
| Foreign exchange related expenses   | 95                           | -                             | 250                    | 250                        | 238                          | 12                    |
| Marketing costs                     | 2 725                        | 230                           | -                      | 230                        | 208                          | 22                    |
| Operating lease expenses: equipment | 88                           | 92                            | 5                      | 97                         | 91                           | 6                     |
| Project expenses                    | 11 349                       | -                             | 14 223                 | 14 223                     | 10 082                       | 4 141                 |
| Repairs and maintenance             | 446                          | 270                           | (120)                  | 150                        | 59                           | 91                    |
| Stationery and printing             | 66                           | 100                           | -                      | 100                        | 71                           | 29                    |
| Training and staff development      | 355                          | 272                           | -                      | 272                        | 151                          | 121                   |
| Travel and subsistence              | 639                          | 450                           | (260)                  | 190                        | 119                          | 71                    |
| Depreciation                        | 2 137                        | 2 000                         | -                      | 2 000                      | 1 985                        | 15                    |
| Municipal Charges DPW/DAC           | 166                          | 443                           | -                      | 443                        | 187                          | 256                   |
| <i>Covid-19 Expenditure</i>         | 2                            | -                             | 300                    | 300                        | 287                          | 13                    |
| Playback Device expenditure         | 2 191                        | 1 671                         | -                      | 1 671                      | 8                            | 1 663                 |
|                                     | <b>36 863</b>                | <b>27 488</b>                 | <b>11 750</b>          | <b>39 238</b>              | <b>31 404</b>                | <b>7 834</b>          |
| <b>Capital Expenditure</b>          |                              |                               |                        |                            |                              |                       |
| Fixed Assets                        | -                            | -                             | 32                     | 32                         | 32                           | -                     |
| Vehicles                            | -                            | -                             | -                      | -                          | -                            | -                     |
| Computer and office equipment       | 482                          | -                             | 870                    | 870                        | 862                          | 8                     |
| Furniture and fittings              | 122                          | -                             | 10                     | 10                         | 8                            | 2                     |
| Braille Books PPE                   | 298                          | -                             | -                      | -                          | -                            | -                     |
| Intangible Assets                   | 5 449                        | -                             | 6 620                  | 6 620                      | 6 617                        | 3                     |
|                                     | <b>6 351</b>                 | <b>-</b>                      | <b>7 532</b>           | <b>7 532</b>               | <b>7 519</b>                 | <b>13</b>             |
| <b>Total Expenditure</b>            | <b>43 214</b>                | <b>27 488</b>                 | <b>19 282</b>          | <b>46 770</b>              | <b>38 923</b>                | <b>7 847</b>          |

SOUTH AFRICAN LIBRARY FOR THE BLIND  
ACCOUNTING POLICIES  
FOR THE YEAR ENDED 31 MARCH 2021

## **1 Accounting Policies**

### **1,1 Legislation**

The South African Library for the Blind is governed by a board appointed by the Minister of Sport, Arts and Culture, in terms of the South African Library for the Blind Act (Act 91 of 1998). As a partly state-funded institution, its financial affairs are subject to the controls and oversight measures implemented in respect of the public sector and public entities by the provisions of the Public Finance Management Act (PFMA) (Act 1 of 1999) and Treasury Regulations, and is classified as a Schedule 3A Public Entity.

### **1,2 Taxation**

As from 1 April 2005, the S A Library for the Blind was deregistered as a value added tax (VAT) vendor due to changes in the VAT Act. The Library is further exempted from the payment of Income Tax due to its non-profit organisation (NPO) status.

### **1,3 Basis of Preparation**

The annual financial statements are prepared in accordance with Generally Recognised Accounting Practice (GRAP). The financial statements are prepared on a historical cost basis and accounting policies have been applied consistently with those in the previous year, except as otherwise indicated. All figures have been rounded to the nearest Thousand Rand

### **1,4 Presentation Currency**

These annual financial statements are presented in South African Rands.

### **1,5 Going Concern**

These annual financial statements have been prepared on a going concern basis.

### **1,6 GRAP standards approved not yet effective**

There are some recommended changes under the following two standards which have been approved but not yet effective as at 31 March 2021, and have not been early adopted by the library:

GRAP 25 - Employee Benefits

GRAP 104 - Financial Instruments

We do not expect the impact of these updates to the standards to have a material effect on the financial statements.

### **1,7 Comparative Information**

Prior year comparatives:

When the presentation or classification of items in the annual financial statements is amended, prior period comparative amounts are reclassified and restated.

The nature and reasons for the reclassification and restatement are disclosed in the notes to the annual financial statements.

## **1,8 Conditional Grants and Receipts**

Income received from conditional grants, donations and subsidies are recognised to the extent that the library has complied with any of the criteria, conditions or obligations embodied in the agreement. To the extent that the criteria, conditions or obligations have not been met, a liability is recognised and funds invested until it is utilised. Interest earned on the investment is treated in accordance with grant conditions. If it is payable to the funder it is recorded as part of the creditor.

### **Grants and receipts of a revenue nature**

Income is transferred to the statement of financial performance as revenue to the extent that the criteria, conditions or obligations have been met.

In determining whether a stipulation is a condition or a restriction, the library considers whether a requirement to return the asset is enforceable and would be enforced by the transferor. If the transferor could not enforce a requirement to return the asset, or if past experience with the transferor indicates that the transferor never enforces the requirement to return the transferred asset, then the library concludes that the stipulation has the form but not the substance of a condition and is therefore a restriction. Where the library has no experience with the transferor, or has not previously breached stipulations that would prompt the transferor to decide whether to enforce a return of the asset, it would assume that the transferor would enforce the stipulation.

## **1,9 Provisions**

Provisions are recognised when the library has a present obligation (legal or constructive) as a result of past events, and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at the statement of financial position reporting date and adjusted to reflect the current best estimate.

## **1,10 Property, plant and equipment**

### **Initial measurement**

Property, plant and equipment is initially recognised when future benefits are probable and the cost or fair value can be determined reliably.

The cost of an item of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes, and any directly attributable costs of bringing the asset to working condition for its intended use. Any trade discounts and rebates are deducted in arriving at the purchase price.

Examples of directly attributable costs are: site preparation, delivery and handling costs and professional fees. The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment.

The cost of an item of property, plant and equipment acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets was measured at its fair value. If the acquired item could not be measured at its fair value, its cost is measured at the carrying amount of the asset given up.

### **Subsequent measurement**

The library applies the cost model to property, plant and equipment.

Property, plant and equipment, is stated at cost, less accumulated depreciation and accumulated impairment.

**1,10  
(Cont.)**

Subsequent expenditure relating to property, plant and equipment is capitalised if it is probable that future economic benefits or potential service delivery of the assets are enhanced in excess of the original assessed standard of performance. If expenditure only restores the originally assessed standard of performance, it is regarded as repairs and maintenance, and is expensed

**Impairment**

Where items of property, plant and equipment have been impaired, the carrying value is adjusted by the impairment loss, which is recognised as an expense in the Statement of Financial Performance in the period that the impairment is identified.

**Derecognition**

Property, plant and equipment is derecognised when there is a disposal or no future economic benefits or service potential are to be derived.

The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying value and is recognised in the statement of financial performance. Depreciation is charged to the statement of financial performance.

**Depreciation**

Depreciation is calculated on cost, using the straight-line method over the estimated useful lives of the assets. Depreciation only commences when the asset is available for use.

The annual depreciation/ amortisation rates are based on the following estimated asset useful lives:-

|                                       |        |             |                      |        |              |
|---------------------------------------|--------|-------------|----------------------|--------|--------------|
| Computer equipment                    | 33,33% | (36 months) | Office equipment     | 20,00% | (60 months)  |
| Vehicles                              | 20,00% | (60 months) | Furniture & fittings | 16,67% | (72 months)  |
| Equipment                             | 20,00% | (60 months) | Buildings            | 2,00%  | (600 months) |
| Braille Books PPE<br>(prior to 20/21) | 20,00% | (60 months) |                      |        |              |

**Review of residual values**

The residual values of property, plant and equipment are reviewed on an annual basis.

**Review of useful lives**

The useful lives of property, plant and equipment are reviewed on an annual basis.

**Review of depreciation method**

The depreciation method is reviewed on an annual basis.

**Impairment of cash and non-cash generating assets**

Property, plant and equipment will be assessed at each reporting date for any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. The impairment charged to the statement of financial performance represents the excess of the carrying value over the recoverable amount of the asset.

An impairment is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined had no impairment been recognised. A reversal of the impairment is recognised in the statement of financial performance.

### **1,11 Intangible assets**

An intangible asset is an identifiable non-monetary asset without physical substance.

Intangible assets are initially recognised at cost.

The library applies the cost model to intangible assets, and fair value where an asset is acquired at no nominal cost.

Intangible assets are stated at cost, less accumulated amortisation and accumulated impairment where applicable. The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. For the purpose of impairment testing, the condition of the asset is evaluated to ascertain its value in use. Where the asset is damaged beyond repair, the fair value of the asset is its scrap value.

#### **Derecognition**

Intangible Assets are derecognised when there is a disposal or no future economic benefits or service potential are to be derived.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting period date if there are indicators present that there is a change from the previous estimate.

Amortisation is provided to write down the intangible assets, on a straight line basis, as follows:

|                                    |                        |
|------------------------------------|------------------------|
| Software and licences              | 33.33% - (36 months)   |
| Masterfile electronic book records | indefinite useful life |

### **1,12 Inventories**

Inventories are carried at the lower of cost and net realisable value. The cost of inventory comprises all costs of purchase, conversion and other costs incurred in bringing the inventories to their present location and condition and is determined on the first-in, first-out method. Obsolete, redundant and slow moving inventories are identified on a regular basis and are written down to their estimated net realisable values.

### **1,13 Financial instruments**

Financial instruments are recognised when the library becomes a party to the contractual provisions of the instrument, and are initially measured at fair value plus, in the case of a financial asset or liability not at fair value through the statement of financial performance, transaction costs that are directly attributable to the acquisition or issue of the financial asset or liability. The subsequent measurement of financial instruments is dealt with as follows:

Financial assets are derecognised when the rights to receive cash flows from the assets have expired or have been transferred, and the library has transferred substantially all risks and rewards of ownership, or when the library loses control of contractual rights that comprise the assets. Financial liabilities are derecognised when the obligation specified in the contract is discharged or cancelled or when it expires.

### **1.13.1 Financial assets**

The library classifies its financial assets according to the following categories:

1. Held to maturity
2. Loans and receivables

The classification depends on the purpose for which the financial asset is acquired, and is as follows:

1. Held-to-maturity investments are financial assets with fixed or determinable payments and fixed maturity, where the library has the positive intent and ability to hold the investment to maturity. They are subsequently measured at amortised cost, using the effective interest rate method. Any adjustment is recorded in the statement of financial performance in the period in which it arises.
2. Loans and receivables are financial assets that are created by providing money, goods or services directly to a debtor. They are subsequently measured at amortised cost, using the effective interest rate method. Any adjustment is recorded in the statement of financial performance in the period in which it arises.

An assessment is performed at each statement of financial position date to determine whether objective evidence exists that a financial asset is impaired. The carrying amounts of cash investments are reduced to recognise any decline, in the value of individual investments. This reduction in carrying value is recognised in the statement of financial performance. Financial assets consist of:

#### **1.13.1.1 Cash and cash equivalents**

Cash includes cash on hand and cash with banks. Cash equivalents are short-term highly liquid investments that are held with registered banking institutions with maturities of three months or less and are subject to an insignificant risk of change in value. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand and deposits held on call with banks / financial institutions.

#### **1.13.1.2 Trade and other receivables**

Trade and other receivables are initially recognised at fair value. Bad debts are written off in the year in which they are identified as irrecoverable. Amounts receivable within 12 months from the reporting date are classified as current. A provision for impairment of other receivables is established when there is objective evidence that the library will not be able to collect all amounts due according to the original terms of receivables. An estimate is made for doubtful debts based on past default experience of all outstanding amounts at year-end.

#### **1.13.1.3 Prepayments**

A prepayment is recognised when a payment is made in advance of the goods or services being received in accordance with the agreement/condition under which the advance is received.

### **1.13.2 Financial liabilities**

The library measures all financial liabilities, including trade and other payables, at amortised costs, using the effective interest rate method (excluding provisions). Amounts payable within 12 months from the reporting date are classified as current. Financial liabilities consist of:

#### **1.13.2.1 Trade and other payables**

Trade payables are initially measured at fair value and are subsequently measured at amortised cost using the effective interest rate method.

## **1,14 Revenue recognition**

### **1.14.1 Revenue from exchange transactions**

Revenue is recognised when it is probable that future economic benefits will flow to the enterprise and these benefits can be measured reliably. The Library does not as a rule charge fees to its readers.

Where work is done for institutions, a fee is calculated on the cost of producing the required material and is dependent on a variety of cost factors.

Interest income is accrued on a time proportion basis, taking into account the principal outstanding.

### **1.14.2 Revenue from non-exchange transactions**

Government grants are recorded as a liability when they become receivable/allocated and are then recognised as income on a systematic basis over the periods necessary to match the grants with the related/deemed costs, which they are intended to compensate.

Gifts, sponsorships and donations are recognised on a cash basis.

## **1,15 Leases**

Leases are classified as finance leases where substantially all the risks and rewards associated with ownership of an asset are transferred to the library. Assets subject to finance lease agreements are capitalised at their cash cost equivalent and the corresponding liabilities are raised. The cost of the item of property, plant and equipment is depreciated at appropriate rates on the straight-line basis over its estimated useful life. Lease payments are allocated between the lease finance cost and the capital repayment using the effective interest rate method. Lease finance costs are expensed when incurred.

Operating leases are those leases that do not fall within the scope of the above definition. Payments made under operating leases are charged to the statement of financial performance on a straight-line basis over the term of the relevant lease.

## **1,16 Foreign currency transactions**

Transactions in foreign currencies are initially accounted for at the rate of exchange ruling on the date of the transaction. Exchange differences arising on the settlement of creditors or on reporting of creditors at rates different from those at which they were initially recorded are recognised in surplus or deficit in the period.

## **1,17 Irregular expenditure**

Irregular expenditure is expenditure that is contrary to the PFMA (Act 1 of 1999) or is in contravention of the library's supply chain management policies. Irregular expenditure is accounted for as expenditure in the statement of financial performance and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

## **1,18 Fruitless and wasteful expenditure**

Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure is accounted for as expenditure in the statement of financial performance and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

## **1,19 Events after the reporting date**

Events after the reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the annual financial statements are authorised for issue. Two types of events can be identified:

1. those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
2. those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

The library will adjust the amounts recognised in the annual financial statements to reflect adjusting events after the reporting date once the event occurred. The library will disclose the nature of the event and an estimate of its financial effect, or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the annual financial statements.

## **1,20 Related parties**

Individuals as well as their close family members, and/or entities are related parties if one party has the ability, directly or indirectly, to control or jointly control the other party or exercise significant influence over the other party in making financial and/or operating decisions. Key management personnel are defined as the CEO & Chief Financial Officer. There are other personnel reporting directly to the CEO or as designated by the CEO; however do not have significant authority .

## **1,21 Employee benefits**

### **1.21.1 Defined contribution plans**

A defined contribution plan is a plan under which the organisation pays fixed contributions into a separate entity. The organisation has no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to service in the current or prior periods.

The organisation's contributions to the defined contribution funds are established in terms of the rules governing those plans. Contributions are recognised in the statement of financial performance in the period in which the service is rendered by the relevant employees. The organisation has no further payment obligations once the contributions have been paid.

### **1.21.2 Defined benefit plans**

A defined benefit plan is a post-retirement benefit plan other than a defined contribution plan.

#### **1.21.2.1 Post-retirement health care benefits:**

The library has an obligation to provide post-retirement health care benefits only to its current retirees. According to the rules of the Medical Aid Fund, with which the library is associated, an active retired member (who was on the conditions of service when it was applicable), on retirement, is entitled to remain a continued member of the Medical Aid Fund, in which case the library is liable for a two thirds portion of the medical aid membership fee (this applies only to the main member, and excludes dependents).

The defined benefit liability is the aggregate of the present value of the defined benefit obligation and unrecognised actuarial gains and losses, reduced by unrecognised past service costs. The plan is unfunded. The present value of the defined benefit obligation is calculated using the projected unit credit method, incorporating actuarial assumptions and a discount rate based on the government bond rate. Valuations of these obligations are carried out every two to three years by independent qualified actuaries.

Actuarial gains or losses are accounted for in the statement of financial performance in full in the year in which it occurs.

### **1.21.3 Short-term employee benefits**

The cost of all short-term employee benefits, such as leave pay, is recognised during the period in which the employee renders the related service (such as paid vacation leave and sick leave, bonuses and non monetary benefits such as medical care).

The expected cost of surplus sharing and bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

## **1,22 Segment Reporting**

The objective of segment reporting is to provide information about the specific operational objectives and major activities of an entity as well as the resources devoted to and costs of these objectives and activities. Management has identified the following services to be reported on as segments: Library Information Services; Audio Production and Braille Production (incorporating Braille Consultancy). These three services are the core sections of SALB and meet the criteria set out to be disclosed as a reportable segment. The other services are more administrative in nature and will thus form part of the unallocated/central total. Furthermore only expenditure and specific sectional production assets is reported separately and reviewed for each of these segments, whilst revenue and liabilities are all central/unallocated.

## **1,23 Significant judgements and sources of estimation uncertainty**

In preparing the financial statements, management is required to make estimates and assumptions that affect the amounts represented in the financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the financial statements. Significant judgements include:

### **Useful lives of property, plant and equipment and intangible assets**

The library's management determines the estimated useful lives and related depreciation charges for property, plant and equipment including intangible assets. This estimate is based on the pattern in which an asset's future economic benefits or service potential are expected to be consumed.

### **Provision for impairment**

On receivables an impairment loss is recognised in surplus and deficit when there is objective evidence that it is impaired. The impairment is measured as the difference between the receivable's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate, computed at initial recognition.

### **Post retirement benefits**

The present value of the post retirement obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost include the discount rate. Any changes in these assumptions will impact on the carrying amount of post retirement obligations.

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**2. Property, plant and equipment**

|                                             | <b>Buildings</b> | <b>Motor Vehicles</b> | <b>Computer &amp; Office Equipment</b> | <b>Furniture &amp; Fittings</b> | <b>Braille Books</b> | <b>Equipment</b> | <b>Total</b>   |
|---------------------------------------------|------------------|-----------------------|----------------------------------------|---------------------------------|----------------------|------------------|----------------|
|                                             | <b>R 000's</b>   | <b>R 000's</b>        | <b>R 000's</b>                         | <b>R 000's</b>                  | <b>R 000's</b>       | <b>R 000's</b>   | <b>R 000's</b> |
| <b>Year ended 31/3/2020</b>                 |                  |                       |                                        |                                 |                      |                  |                |
| Net book value 1 April 2019                 | 58               | 184                   | 704                                    | 55                              | 2 778                | 519              | 4 298          |
| Cost or valuation                           | 72               | 240                   | 2 122                                  | 215                             | 6 543                | 1 716            | 10 908         |
| Accumulated depreciation                    | (14)             | (56)                  | (1 418)                                | (160)                           | (3 765)              | (1 197)          | (6 610)        |
| Additions                                   | -                | -                     | 482                                    | 122                             | 298                  | -                | 902            |
| Disposals                                   | -                | -                     | (6)                                    | (6)                             | -                    | -                | (12)           |
| Depreciation charge                         | (1)              | (48)                  | (381)                                  | (23)                            | (1 332)              | (318)            | (2 103)        |
| <b>Net carrying amount at 31 March 2020</b> |                  |                       |                                        |                                 |                      |                  |                |
|                                             | 57               | 136                   | 799                                    | 148                             | 1 744                | 201              | 3 085          |
| Cost or valuation                           | 72               | 240                   | 2 504                                  | 307                             | 6 841                | 1 716            | 11 680         |
| Accumulated depreciation                    | (15)             | (104)                 | (1 705)                                | (159)                           | (5 097)              | (1 515)          | (8 595)        |
| <b>Year ended 31/3/2021</b>                 |                  |                       |                                        |                                 |                      |                  |                |
| Net book value 1 April 2020                 | 57               | 136                   | 799                                    | 148                             | 1 744                | 201              | 3 085          |
| Cost or valuation                           | 72               | 240                   | 2 504                                  | 307                             | 6 841                | 1 716            | 11 680         |
| Accumulated depreciation                    | (15)             | (104)                 | (1 705)                                | (159)                           | (5 097)              | (1 515)          | (8 595)        |
| Additions                                   | 32               | -                     | 862                                    | 8                               | -                    | -                | 902            |
| Disposals                                   | -                | -                     | (7)                                    | (1)                             | (490)                | -                | (498)          |
| Depreciation charge                         | (2)              | (48)                  | (444)                                  | (28)                            | (1 254)              | (47)             | (1 823)        |
| <b>Net carrying amount at 31 March 2021</b> |                  |                       |                                        |                                 |                      |                  |                |
|                                             | 87               | 88                    | 1 210                                  | 127                             | -                    | 154              | 1 666          |
| Cost or valuation                           | 104              | 240                   | 3 282                                  | 313                             | -                    | 1 465            | 5 404          |
| Accumulated depreciation                    | (17)             | (152)                 | (2 072)                                | (186)                           | -                    | (1 311)          | (3 738)        |

During the 2020/21 Financial year; a change in estimate was done on certain assets that are still in use (the economic life was extended as those assets are still in good working condition and productively utilised) and this has been reflected on the asset register accordingly - if no change was done, the depreciation charge on these assets would have been R208 000, however with the change applied the effect for 2020/21 is R45 000 and the effect over future years will be R163 000. The useful lives of each asset is assessed annually. During the year assets costing R7 179 000 with accumulated depreciation of R6 681 000 were disposed/scrapped (2020 R130 000 and R118 000 respectively) - this has been taken into effect in the respective carrying amounts which also resulted in a net loss of R498 000 being recorded for the year. Included in the disposal amount (cost R6841 805 and accumulated depreciation of R6 351 444) were assets relating to Braille books whereby a process of "braille-on-demand" will be followed by Management in circulating these books from the 2020/21 period.

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### 3. Intangible assets

Intangible assets consist of software; licences and masterfile electronic records

|                                             | Audio<br>Production<br>Supplier<br>Masterfile | Audio<br>Production<br>In-House<br>Masterfile | Braille<br>Production<br>Supplier<br>Masterfile | Braille<br>Production<br>In-House<br>Masterfile | Software /<br>Licences | Total  |
|---------------------------------------------|-----------------------------------------------|-----------------------------------------------|-------------------------------------------------|-------------------------------------------------|------------------------|--------|
| <b>Year ended 31/3/2020</b>                 |                                               |                                               |                                                 |                                                 |                        |        |
| Net book value 1 April 2019                 | 6 614                                         | 33 918                                        | 2 040                                           | 25 248                                          | 201                    | 68 021 |
| Cost or valuation                           | 6 614                                         | 33 918                                        | 2 040                                           | 25 248                                          | 302                    | 68 122 |
| Accumulated amortisation                    | -                                             | -                                             | -                                               | -                                               | (101)                  | (101)  |
| Additions                                   | 770                                           | 2 025                                         | 219                                             | 1 951                                           | 484                    | 5 449  |
| Disposals                                   | -                                             | -                                             | -                                               | -                                               | (167)                  | (167)  |
| Amortisation charge                         | -                                             | -                                             | -                                               | -                                               | (34)                   | (34)   |
| <b>Closing net book value 31 March 2020</b> | 7 384                                         | 35 943                                        | 2 259                                           | 27 199                                          | 484                    | 73 269 |
| Cost or valuation                           | 7 384                                         | 35 943                                        | 2 259                                           | 27 199                                          | 484                    | 73 269 |
| Accumulated amortisation                    | -                                             | -                                             | -                                               | -                                               | -                      | -      |
| <b>Year ended 31/3/2021</b>                 |                                               |                                               |                                                 |                                                 |                        |        |
| Opening net book value 1 April 2020         | 7 384                                         | 35 943                                        | 2 259                                           | 27 199                                          | 484                    | 73 269 |
| Cost or valuation                           | 7 384                                         | 35 943                                        | 2 259                                           | 27 199                                          | 484                    | 73 269 |
| Accumulated amortisation                    | -                                             | -                                             | -                                               | -                                               | -                      | -      |
| Additions                                   | 2 058                                         | 2 099                                         | 419                                             | 2 041                                           | -                      | 6 617  |
| Disposals                                   | -                                             | -                                             | -                                               | -                                               | -                      | -      |
| Amortisation charge                         | -                                             | -                                             | -                                               | -                                               | (161)                  | (161)  |
| <b>Closing net book value 31 March 2021</b> | 9 442                                         | 38 042                                        | 2 678                                           | 29 240                                          | 323                    | 79 725 |
| Cost or valuation                           | 9 442                                         | 38 042                                        | 2 678                                           | 29 240                                          | 484                    | 79 886 |
| Accumulated amortisation                    | -                                             | -                                             | -                                               | -                                               | (161)                  | (161)  |

Included in the additions (Braille and Audio Supplier titles) for the year is a fair value of titles obtained for free from being a Accessible Book Consortium beneficiary R1 878 000 (2020 - R465 000), the corresponding revenue is reflected under note 12.2.

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|                                                                                                                                                                                                                                                                                      | 2021<br>R 000's | 2020<br>R 000's |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|
| <b>Current Assets</b>                                                                                                                                                                                                                                                                |                 |                 |
| <b>4. Inventories</b>                                                                                                                                                                                                                                                                |                 |                 |
| Technical Services - Playback Devices                                                                                                                                                                                                                                                | 689             | -               |
| Braille Production - Braille Paper                                                                                                                                                                                                                                                   | 271             | -               |
|                                                                                                                                                                                                                                                                                      | <b>960</b>      | <b>-</b>        |
| Due to the timing of receipt and subsequent distribution/utilisation of goods/material in the current financial year (2020/21), inventory is recorded from this period only. It is assessed annually by Management.                                                                  |                 |                 |
| <b>5. Trade and Other Receivables</b>                                                                                                                                                                                                                                                |                 |                 |
| 5.1 Trade receivables from exchange transactions                                                                                                                                                                                                                                     | 36              | 3               |
| Less: Impairment recognised                                                                                                                                                                                                                                                          | -               | -               |
|                                                                                                                                                                                                                                                                                      | <b>36</b>       | <b>3</b>        |
| <b>Current</b>                                                                                                                                                                                                                                                                       |                 |                 |
| Trade receivables from exchange transactions                                                                                                                                                                                                                                         | 36              | 1               |
|                                                                                                                                                                                                                                                                                      | <b>36</b>       | <b>1</b>        |
| <b>30 Days</b>                                                                                                                                                                                                                                                                       |                 |                 |
| Trade receivables from exchange transactions                                                                                                                                                                                                                                         | -               | 2               |
|                                                                                                                                                                                                                                                                                      | <b>-</b>        | <b>2</b>        |
| The fair value of the trade and other receivables approximates their carrying value. The credit quality of trade and other receivables that are neither past due nor impaired can be assessed by reference to external credit ratings or historical information about default rates. |                 |                 |
| 5.2 Other current financial assets (accrued interest receivable)                                                                                                                                                                                                                     | 5               | 8               |
| 5.3 Prepayments (prepaid expenses)                                                                                                                                                                                                                                                   | 4 408           | 737             |
| <b>6 Cash and cash equivalents including current investments</b>                                                                                                                                                                                                                     |                 |                 |
| The South African Library for the Blind operates a current account with no overdraft facility; a call account and a money market fund with Standard Bank of South Africa. The details are as follows:                                                                                |                 |                 |
| <b>BANK:</b> Standard Bank of South Africa                                                                                                                                                                                                                                           |                 |                 |
| <b>ACCOUNT NUMBER:</b> 082 004 196 (Current Account)                                                                                                                                                                                                                                 |                 |                 |
| <b>ACCOUNT NUMBER:</b> 088817644 (Call Account)                                                                                                                                                                                                                                      |                 |                 |
| <b>BANK:</b> STANLIB (Standard Bank Group)                                                                                                                                                                                                                                           |                 |                 |
| <b>ACCOUNT NUMBER:</b> 053998402 (Money Market Fund Account)                                                                                                                                                                                                                         |                 |                 |
| <b>BRANCH:</b> Grahamstown (Johannesburg - Head Office)                                                                                                                                                                                                                              |                 |                 |
| <b>BRANCH CODE:</b> 05 09 17                                                                                                                                                                                                                                                         |                 |                 |
| The South African Library for the Blind operates a savings account and a money market fund account with ABSA Bank. The details are as follows:                                                                                                                                       |                 |                 |
| <b>BANK:</b> ABSA Bank                                                                                                                                                                                                                                                               |                 |                 |
| <b>ACCOUNT NUMBER:</b> 3804 372 1159 (Savings Account)                                                                                                                                                                                                                               |                 |                 |
| <b>ACCOUNT NUMBER:</b> 9069975980 (Money Market & ABIL Retention Fund Account)                                                                                                                                                                                                       |                 |                 |
| <b>BRANCH:</b> Grahamstown                                                                                                                                                                                                                                                           |                 |                 |
| <b>BRANCH CODE:</b> 42 05 17                                                                                                                                                                                                                                                         |                 |                 |
| 6.1 Cash book balance at bank at beginning of the year                                                                                                                                                                                                                               | 22 182          | 20 531          |
| Cash book balance on hand (pettycash) at beginning of the year                                                                                                                                                                                                                       | 37              | 39              |
|                                                                                                                                                                                                                                                                                      | <b>22 219</b>   | <b>20 570</b>   |
| Cash book balance at bank at end of the year                                                                                                                                                                                                                                         | 15 667          | 22 182          |
| Cash book balance on hand (pettycash) at end of the year                                                                                                                                                                                                                             | 46              | 37              |
|                                                                                                                                                                                                                                                                                      | <b>15 713</b>   | <b>22 219</b>   |
| The total restricted cash at year end is R 8 772 569 (2019: R 6 172 260).                                                                                                                                                                                                            |                 |                 |
| Total cash and cash equivalents included in the cash flow statement comprise the following statement of financial position amounts:                                                                                                                                                  |                 |                 |
| Cash and cash equivalents at end of the year                                                                                                                                                                                                                                         | 15 713          | 22 219          |
| Cash and cash equivalents at beginning of the year                                                                                                                                                                                                                                   | (22 219)        | (20 570)        |
| <b>Cash and cash equivalents movement</b>                                                                                                                                                                                                                                            | <b>(6 506)</b>  | <b>1 649</b>    |
| The fair value of cash and cash equivalents approximates their carrying value.                                                                                                                                                                                                       |                 |                 |

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|                                                             | <b>2021</b>    | <b>2020</b>    |
|-------------------------------------------------------------|----------------|----------------|
|                                                             | <b>R 000's</b> | <b>R 000's</b> |
| <b>7 Provisions (Non-Current Liabilities)</b>               |                |                |
| <b>7.1 Provision for Post Retirement Benefits</b>           |                |                |
| Post-Retirement Health Care Benefit Liability               | 1 776          | 1 573          |
| <b>Total: Post-Retirement Medical Aid Benefit Liability</b> | <b>1 776</b>   | <b>1 573</b>   |

The Library provides post retirement medical benefits by funding the medical aid contributions of retired members of the Library. According to the rules of the medical aid fund with which the Library is associated, a member (who was on the previous condition of service), on retirement, is entitled to remain a continued member of such medical aid fund, in which case the Library is liable for a certain portion of the medical aid membership. Only three qualifying members are remaining on the scheme.

The most recent actuarial valuation of the present value of the unfunded defined benefit obligation was carried out as at 31 March 2021 by QDI Consult, a member of the Actuarial Society of South Africa. The present value of the defined obligation, and the related current service cost and past service cost, were measured using the Projected Unit Credit Method.

The Post-Retirement Health Care Benefit Plan is a defined benefit plan, of which the members are made up as follows:

|                                 |          |          |
|---------------------------------|----------|----------|
| Continuation members (retirees) | 3        | 3        |
| <b>Total</b>                    | <b>3</b> | <b>3</b> |

|                        |              |              |
|------------------------|--------------|--------------|
|                        | <b>R</b>     | <b>R</b>     |
| Continuation members   | 1 776        | 1 573        |
| <b>Total liability</b> | <b>1 776</b> | <b>1 573</b> |

The liability in respect of past service has been estimated to be as follows:

The Library makes monthly contributions for health care arrangements to the following medical aid schemes:  
Liberty/Bonitas Medical Scheme (1 April 2020 to 31 March 2021) - Pensioners  
Discovery Health Scheme (1 April 2020 to 31 March 2021) - Pensioner

The current service cost for the year ending 31 March 2021 is estimated to be R nil (2020: R nil) whereas the interest cost is estimated to be R 187 000 (2020: R 178 000). During the year, due to an overall change in economic climate a net fair value loss of R 138 000 was realised on the provision. The actuarial loss is reflected on the face of the Statement of Financial Performance.

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|  | 2021    | 2020    |
|--|---------|---------|
|  | R 000's | R 000's |

**7,1 Provision for Post Retirement Benefits cont.**

The principal assumptions used for the purposes of the actuarial valuations were as follows:

|      |                                                                      |                       |        |
|------|----------------------------------------------------------------------|-----------------------|--------|
| i)   | <b>Rate of interest</b>                                              |                       |        |
|      | Discount rate                                                        | 11,42%                | 12,37% |
|      | Health care cost inflation rate                                      | 9,15%                 | 8,98%  |
|      | Net Discount Rate                                                    | 2,08%                 | 3,11%  |
| ii)  | <b>Mortality rates</b>                                               |                       |        |
|      | Post-retirement                                                      | PA(90) ultimate table |        |
| iii) | <b>Normal retirement age</b>                                         |                       |        |
|      | The normal retirement age for employees of the Library was 65 years. |                       |        |

The amounts recognised in the statement of financial position are as follows:

|                                         |              |              |
|-----------------------------------------|--------------|--------------|
| Present value of funded obligations     | 1 776        | 1 573        |
|                                         | <b>1 776</b> | <b>1 573</b> |
| Present value of unfunded obligations   |              |              |
| Unrecognised past service cost          | -            | -            |
| Unrecognised actuarial gains / (losses) | -            | -            |
| Present value of unfunded obligations   | 1 776        | 1 573        |
| <b>Net Liability</b>                    | <b>1 776</b> | <b>1 573</b> |

The movement in the defined benefit obligation over the year is as follows as derived from the actuarial report:

|                                           |              |              |
|-------------------------------------------|--------------|--------------|
| Balance at beginning of year (1 April)    | 1 573        | 2 183        |
| Recognised past service cost              | -            | -            |
| Current service cost                      | -            | -            |
| Interest cost                             | 187          | 178          |
| Benefits paid                             | (122)        | (132)        |
| Actuarial loss / (gain) on the obligation | 138          | (656)        |
| Net impact of settlement cost             | -            | -            |
|                                           | <b>1 776</b> | <b>1 573</b> |
| Balance at end of year (31 March)         |              |              |

The effect of a 1 % movement in the assumed rate of health care cost inflation is as follows:

|                                                  |       |       |
|--------------------------------------------------|-------|-------|
| Increase                                         |       |       |
| Effect on the current cost and the interest cost | 216   | 206   |
| Effect on the defined benefit obligation         | 1 956 | 1 726 |
| Decrease                                         |       |       |
| Effect on the current cost and the interest cost | 177   | 170   |
| Effect on the defined benefit obligation         | 1 620 | 1 440 |

**8 Trade and other payables from exchange transactions**

|                        |              |              |
|------------------------|--------------|--------------|
| Trade creditors        | 1 664        | 396          |
| Leave gratuity accrual | 1 666        | 1 041        |
| Accrual for bonus      | 504          | 427          |
|                        | <b>3 834</b> | <b>1 864</b> |

**9 Provisions (Current Liabilities)**

|                                  |            |            |
|----------------------------------|------------|------------|
| Provision for performance awards |            |            |
| - Balance at beginning of year   | 192        | 171        |
| - Provision utilised             | (137)      | (121)      |
| - Contribution to provision      | 141        | 142        |
|                                  | <b>196</b> | <b>192</b> |

Performance awards are paid based on the performance of the library, as well as individual performance. The provision is an estimate based on unaudited profits as well as historical performance awards paid.

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**10 Current portion of unspent conditional grants**  
**Year ended 31/3/2021**

|                                                         | Balance<br>unspent at the<br>beginning of<br>the period | Conditions met<br>transferred to<br>revenue | Current year<br>receipts | Conditions still<br>to be met at<br>the end of the<br>period |
|---------------------------------------------------------|---------------------------------------------------------|---------------------------------------------|--------------------------|--------------------------------------------------------------|
| <u>Provincial Department of Sport, Arts and Culture</u> |                                                         |                                             |                          |                                                              |
| Kwazulu Natal Library project                           | 1 576                                                   | (1 330)                                     | -                        | 246                                                          |
| Mpumalanga Library project                              | 125                                                     | (1 106)                                     | 1 500                    | 519                                                          |
| Eastern Cape Library project                            | 1 198                                                   | (2 830)                                     | 2 000                    | 368                                                          |
| Western Cape Library project                            | 207                                                     | (994)                                       | 1 200                    | 413                                                          |
| North West Library project                              | 284                                                     | (522)                                       | 600                      | 362                                                          |
| Northern Cape Library project                           | 926                                                     | (750)                                       | 500                      | 676                                                          |
| Free State Library project                              | 934                                                     | (843)                                       | -                        | 91                                                           |
| Gauteng Library project                                 | 2 435                                                   | (1 346)                                     | -                        | 1 089                                                        |
| Limpopo Library project                                 | 738                                                     | (361)                                       | -                        | 377                                                          |
| <b>Totals</b>                                           | <b>8 423</b>                                            | <b>(10 082)</b>                             | <b>5 800</b>             | <b>4 141</b>                                                 |

**Year ended 31/3/2020**

|                                                         | Balance<br>unspent at the<br>beginning of<br>the period | Conditions met<br>transferred to<br>revenue | Current year<br>receipts | Conditions still<br>to be met at<br>the end of the<br>period |
|---------------------------------------------------------|---------------------------------------------------------|---------------------------------------------|--------------------------|--------------------------------------------------------------|
| <u>Provincial Department of Sport, Arts and Culture</u> |                                                         |                                             |                          |                                                              |
| Kwazulu Natal Library project                           | 1 667                                                   | (1 691)                                     | 1 600                    | 1 576                                                        |
| Mpumalanga Library project                              | 52                                                      | (1 427)                                     | 1 500                    | 125                                                          |
| Eastern Cape Library project                            | 1 632                                                   | (2 434)                                     | 2 000                    | 1 198                                                        |
| Western Cape Library project                            | 226                                                     | (919)                                       | 900                      | 207                                                          |
| North West Library project                              | 746                                                     | (1 362)                                     | 900                      | 284                                                          |
| Northern Cape Library project                           | 954                                                     | (1 028)                                     | 1 000                    | 926                                                          |
| Free State Library project                              | 511                                                     | (1 077)                                     | 1 500                    | 934                                                          |
| Gauteng Library project                                 | 384                                                     | (949)                                       | 3 000                    | 2 435                                                        |
| Limpopo Library project                                 | -                                                       | (462)                                       | 1 200                    | 738                                                          |
| <u>Department of Sport, Arts and Culture</u>            |                                                         |                                             |                          |                                                              |
| National Library of South Africa (NLSA)                 | -                                                       | (3 500)                                     | 3 500                    | -                                                            |
| <b>Totals</b>                                           | <b>6 172</b>                                            | <b>(14 849)</b>                             | <b>17 100</b>            | <b>8 423</b>                                                 |

Government grants are recognised in accordance with grant conditions.

**11 Current portion of unspent conditional receipts**

Josie Wood Trust

|                                                     | <b>2021</b><br><b>R 000's</b> | <b>2020</b><br><b>R 000's</b> |
|-----------------------------------------------------|-------------------------------|-------------------------------|
| Balance unspent at the beginning of the period      | 350                           | -                             |
| Conditions met transferred to revenue               | (350)                         | (375)                         |
| Current year receipts                               | 410                           | 725                           |
| Conditions still to be met at the end of the period | <b>410</b>                    | <b>350</b>                    |

Unspent conditional receipts is monies received upfront in respect of planned future projects which has not yet been released to the statement of financial performance.

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|      |                                                                                                                                                          | 2021<br>R 000's | 2020<br>R 000's |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|
| 12   | <b>Revenue</b>                                                                                                                                           |                 |                 |
|      | An analysis of SALB's revenue is as follows:                                                                                                             |                 |                 |
|      | <b>Non-exchange revenue</b>                                                                                                                              | 35 846          | 39 604          |
| 12,1 | <b>Transfers and subsidies received</b>                                                                                                                  |                 |                 |
|      | National Department of Sport, Arts and Culture(DSAC)                                                                                                     | 23 365          | 23 533          |
|      | <b>Sub-Total</b>                                                                                                                                         | <b>23 365</b>   | <b>23 533</b>   |
| 12,2 | <b>Gifts, sponsorships and donations</b>                                                                                                                 |                 |                 |
|      | Donations and bequests                                                                                                                                   | 106             | 288             |
|      | Audio production                                                                                                                                         | 12              | 67              |
|      | Josie Wood Trust                                                                                                                                         | 350             | 375             |
|      | Accessible Book Consortium Beneficiary (non-cash)                                                                                                        | 1 878           | 465             |
|      | Braille production                                                                                                                                       | 53              | 27              |
|      | <b>Sub-Total</b>                                                                                                                                         | <b>2 399</b>    | <b>1 222</b>    |
| 12,3 | <b>Transfers and Sponsorships (Other Government Departments and Entities)<br/>(National Entity and Provincial Department of Sport, Arts and Culture)</b> |                 |                 |
|      | National Library of South Africa                                                                                                                         | -               | 3 500           |
|      | Kwazulu Natal                                                                                                                                            | 1 330           | 1 691           |
|      | Mpumalanga                                                                                                                                               | 1 106           | 1 427           |
|      | Eastern Cape                                                                                                                                             | 2 830           | 2 434           |
|      | Western Cape                                                                                                                                             | 994             | 919             |
|      | North West                                                                                                                                               | 522             | 1 362           |
|      | Northern Cape                                                                                                                                            | 750             | 1 028           |
|      | Free State                                                                                                                                               | 843             | 1 077           |
|      | Gauteng                                                                                                                                                  | 1 346           | 949             |
|      | Limpopo                                                                                                                                                  | 361             | 462             |
|      | <b>Sub-Total</b>                                                                                                                                         | <b>10 082</b>   | <b>14 849</b>   |
|      | <b>Exchange revenue</b>                                                                                                                                  | <b>795</b>      | <b>1 271</b>    |
| 12,4 | <b>Other income</b>                                                                                                                                      |                 |                 |
|      | Sundry income                                                                                                                                            | 4               | 34              |
|      | <b>Sub-Total</b>                                                                                                                                         | <b>4</b>        | <b>34</b>       |
| 13   | <b>Interest received/earned</b>                                                                                                                          | <b>791</b>      | <b>1 237</b>    |
| 14   | <b>Reconciliation of budgeted surplus with the surplus in the statement of financial performance</b>                                                     |                 |                 |
|      | <b>Net surplus per the statement of financial performance</b>                                                                                            | <b>5 237</b>    | <b>4 670</b>    |
|      | Adjusted for:                                                                                                                                            |                 |                 |
|      | - Interest received and fair value gain on investments in excess of budgeted amount                                                                      | -               | (437)           |
|      | - Actuarial loss/(gain) on post retirement medical aid provision                                                                                         | 138             | (656)           |
|      | - Donations and bequests received and not budgeted for                                                                                                   | (1 878)         | (597)           |
|      | - Sundry income received and not budgeted for                                                                                                            | (4)             | (34)            |
|      | - Income received from outside projects not budgeted for                                                                                                 | (350)           | (351)           |
|      | - Expenditure regularised as per approved budget                                                                                                         | 2 094           | 2 075           |
|      |                                                                                                                                                          | <b>5 237</b>    | <b>4 670</b>    |

In terms of Para 53(3) of the Public Finance Management Act, 1999, the public entity may not budget for a deficit and may not accumulate surpluses unless written approval of The National Treasury has been obtained. The Library applies for retention of the surplus funds annually.

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|           |                                                        | 2021<br>R 000's | 2020<br>R 000's |
|-----------|--------------------------------------------------------|-----------------|-----------------|
| <b>15</b> | <b>Administrative expenses</b>                         |                 |                 |
|           | General administrative expenses                        | 259             | 136             |
|           | Insurance                                              | 104             | 250             |
|           | Water; Electricity expense DAC/DPW                     | 187             | 166             |
|           | Fees for services:                                     |                 |                 |
|           | General                                                | 35              | 9               |
|           | Board expenses                                         | 216             | 210             |
|           | Corporate governance                                   | 24              | 50              |
|           | Legal fees                                             | -               | 4               |
|           | Stationery and printing                                | 71              | 65              |
|           | Bank & Other Finance charges                           | 56              | 59              |
|           | Training and staff development                         | 151             | 356             |
|           | <b>Total</b>                                           | <b>1 103</b>    | <b>1 305</b>    |
| <b>16</b> | <b>Staff costs</b>                                     |                 |                 |
|           | <b>Wages and salaries</b>                              | <b>10 831</b>   | <b>9 704</b>    |
|           | Basic salaries                                         | 8 716           | 7 825           |
|           | Annual bonuses                                         | 686             | 659             |
|           | Housing allowance                                      | 594             | 572             |
|           | Temporary staff                                        | 142             | 278             |
|           | Leave gratuity                                         | 628             | 324             |
|           | Post retirement medical benefits (Refer to note 7)     | 65              | 46              |
|           | <b>Senior Management</b> (Refer to note 21)            | <b>1 671</b>    | <b>2 024</b>    |
|           | <b>Director/Chief Executive Officer</b>                | 493             | 929             |
|           | - Pensionable salary                                   | 355             | 501             |
|           | - Non-pensionable salary                               | 41              | 242             |
|           | - Bonus                                                | -               | 72              |
|           | - Housing allowance                                    | 7               | 9               |
|           | - Other employer contributions                         | 90              | 105             |
|           | <b>Chief Financial Officer</b>                         | 1 178           | 1 095           |
|           | - Pensionable salary                                   | 696             | 659             |
|           | - Non-pensionable salary                               | 234             | 201             |
|           | - Bonus                                                | 58              | 55              |
|           | - Housing allowance                                    | 16              | 15              |
|           | - Other employer contributions                         | 174             | 165             |
|           | <b>Defined contribution plan expenses</b>              | <b>2 269</b>    | <b>2 179</b>    |
|           | <b>Social contributions (employer's contributions)</b> |                 |                 |
|           | Medical                                                | 878             | 830             |
|           | UIF                                                    | 72              | 71              |
|           | Pension                                                | 1 279           | 1 240           |
|           | Other salary related costs                             | 40              | 38              |
|           | <b>Total</b>                                           | <b>14 771</b>   | <b>13 907</b>   |
| <b>17</b> | <b>Marketing costs</b>                                 |                 |                 |
|           | General marketing expenses                             | 208             | 2 725           |
|           | <b>Total</b>                                           | <b>208</b>      | <b>2 725</b>    |

Salary costs associated with book production process capitalised as Intangible Assets under note 3. During the 2019/20 financial year the previous CEO, Mr Hendrikz, applied for Medical Boarding. During March 2020 the medical boarding process was finalised and approved and Mr Hendrikz informed the Board that he will therefore terminate employment through this process. The Board held a special meeting and internally appointed Mr Ramcharan (CFO) to act as Acting CEO from 1 November 2019 and furthermore that Mr de Lange (Head H.R.) and Mr Nquma (Accountant) jointly act in the post of CFO until the finalisation of the filling of the CEO post. The acting allowances paid collectively for Mr de Lange and Mr Nquma amounted to R250 000 for the 2020/21 period (it being noted that they held no executive decision making authority), and is included under the basic salary disclosure; whilst the acting allowance for Mr Ramcharan, R135 000, is included under the non-pensionable CFO disclosure note.

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|                                                                       | 2021<br>R 000's | 2020<br>R 000's |
|-----------------------------------------------------------------------|-----------------|-----------------|
| <b>18 Audit fees</b>                                                  |                 |                 |
| Audit fees                                                            | 646             | 658             |
| <b>Total</b>                                                          | <b>646</b>      | <b>658</b>      |
| <b>19 Other operating expenses</b>                                    |                 |                 |
| Consultants, contractors and special services                         | 510             | 491             |
| COVID-19 related expenditure (Refer to note 25)                       | 287             | 2               |
| Foreign exchange related expenditure                                  | 239             | 95              |
| Playback Device expenditure                                           | 8               | 2 191           |
| Tactile book expenditure                                              | 3               | 2               |
| Eastern Cape Library Project                                          | 2 830           | 2 434           |
| Kwazulu Natal Library project                                         | 1 330           | 1 691           |
| Mpumalanga Library project                                            | 1 106           | 1 427           |
| Western Cape Library project                                          | 994             | 919             |
| North West Library project                                            | 522             | 1 362           |
| Northern Cape Library project                                         | 750             | 1 028           |
| Gauteng Library project                                               | 1 346           | 949             |
| Free State Library project                                            | 843             | 1 077           |
| Limpopo Library project                                               | 361             | 462             |
| Library and information services expenditure                          | 54              | 96              |
| Book production services: Audio and Braille (non capital expenditure) | 71              | 177             |
| Repairs and maintenance                                               | <b>116</b>      | <b>494</b>      |
| Property and buildings                                                | 34              | 65              |
| Motor Vehicles                                                        | 44              | 39              |
| Equipment                                                             | 38              | 390             |
| Tools and Consumables                                                 | -               | 10              |
| Travel and subsistence                                                | 119             | 639             |
| Courier and delivery charges                                          | 54              | 42              |
| Communication costs                                                   | 421             | 274             |
| Operating lease expense: equipment (Refer to note 19.1)               | 91              | 88              |
| <b>Total</b>                                                          | <b>12 055</b>   | <b>15 950</b>   |

**19.1 Operating leases: Equipment**

Analysed as follows:

Minimum operating lease rentals

|            |            |
|------------|------------|
| 163        | 210        |
| <b>163</b> | <b>210</b> |

SALB rents equipment under a non-cancellable operating lease for 60 months with the option to renew.

Future commitments (including VAT) under non-cancellable operating leases are summarised as follows:

|                               | R 000's       | R 000's     | R 000's |
|-------------------------------|---------------|-------------|---------|
| 2021                          | Within 1 year | 2 - 5 years | Total   |
| Minimum future lease payments | 60            | 103         | 163     |
| 2020                          | Within 1 year | 2 - 5 years | Total   |
| Minimum future lease payments | 61            | 149         | 210     |

**Escalation clause**

There is no escalation clause.

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|             |                                                                                                                                                                                                                                                                                             | 2021<br>R 000's      | 2020<br>R 000's    |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------|
| <b>19</b>   | <b>Other operating expenses cont.</b>                                                                                                                                                                                                                                                       |                      |                    |
| <b>19,1</b> | <b>Operating leases: Equipment</b>                                                                                                                                                                                                                                                          |                      |                    |
|             | Analysed as follows:                                                                                                                                                                                                                                                                        |                      |                    |
|             | Minimum operating lease rentals                                                                                                                                                                                                                                                             | 163                  | 210                |
|             |                                                                                                                                                                                                                                                                                             | <u>163</u>           | <u>210</u>         |
|             | SALB rents equipment under a non-cancellable operating lease for 60 months with the option to renew.                                                                                                                                                                                        |                      |                    |
|             | Future commitments (including VAT) under non-cancellable operating leases are summarised as follows:                                                                                                                                                                                        |                      |                    |
|             |                                                                                                                                                                                                                                                                                             | <b>R 000's</b>       | <b>R 000's</b>     |
| <b>2021</b> |                                                                                                                                                                                                                                                                                             | <b>Within 1 year</b> | <b>2 - 5 years</b> |
|             | Minimum future lease payments                                                                                                                                                                                                                                                               | 60                   | 103                |
|             |                                                                                                                                                                                                                                                                                             |                      | <b>Total</b>       |
|             |                                                                                                                                                                                                                                                                                             |                      | 163                |
| <b>2020</b> |                                                                                                                                                                                                                                                                                             | <b>Within 1 year</b> | <b>2 - 5 years</b> |
|             | Minimum future lease payments                                                                                                                                                                                                                                                               | 61                   | 149                |
|             |                                                                                                                                                                                                                                                                                             |                      | <b>Total</b>       |
|             |                                                                                                                                                                                                                                                                                             |                      | 210                |
|             | <b>Escalation clause</b>                                                                                                                                                                                                                                                                    |                      |                    |
|             | There is no escalation clause.                                                                                                                                                                                                                                                              |                      |                    |
| <b>20</b>   | <b>Reconciliation of surplus / (deficit) to cash flows from operating, investing and financing activities</b>                                                                                                                                                                               |                      |                    |
| <b>20,1</b> | <b>Cash flows from operating activities</b>                                                                                                                                                                                                                                                 |                      |                    |
|             | Surplus before interest and other gains                                                                                                                                                                                                                                                     | 5 079                | 2 858              |
|             | Adjusted for:                                                                                                                                                                                                                                                                               |                      |                    |
|             | - Increase in employee benefits                                                                                                                                                                                                                                                             | 65                   | 46                 |
|             | - Depreciation/Amortisation (Refer to notes 2 and 3)                                                                                                                                                                                                                                        | 1 985                | 2 137              |
|             | - Non-cash revenue from TIGAR beneficiary                                                                                                                                                                                                                                                   | (1 878)              | (465)              |
|             | - Non-cash flow increase in provisions                                                                                                                                                                                                                                                      | 3                    | 21                 |
|             | Operating cash flows before working capital changes                                                                                                                                                                                                                                         | <u>5 254</u>         | <u>4 597</u>       |
|             | <b>Changes in working capital</b>                                                                                                                                                                                                                                                           |                      |                    |
|             | - (Increase) in trade and other receivables                                                                                                                                                                                                                                                 | (4 661)              | (268)              |
|             | - Increase/(Decrease) in trade and other payables                                                                                                                                                                                                                                           | 1 970                | (730)              |
|             |                                                                                                                                                                                                                                                                                             | <u>(2 691)</u>       | <u>(998)</u>       |
|             | <b>Cash generated from operations</b>                                                                                                                                                                                                                                                       | <b>2 563</b>         | <b>3 599</b>       |
|             | Interest received                                                                                                                                                                                                                                                                           | 794                  | 1 335              |
|             | <b>Cash flows from operating activities</b>                                                                                                                                                                                                                                                 | <b>3 357</b>         | <b>4 934</b>       |
| <b>21</b>   | <b>Related party transactions and balances</b>                                                                                                                                                                                                                                              |                      |                    |
|             | The two buildings occupied by the South African Library for the Blind are owned by the Department of Public Works (DPW) and have been occupied on an open ended lease with no fixed term. Municipal services charges are paid to DPW whom administers the account on behalf of the Library. |                      |                    |
|             | <b>Related Party transactions</b>                                                                                                                                                                                                                                                           |                      |                    |
|             | Department of Sport, Arts and Culture - transfers and subsidies received                                                                                                                                                                                                                    | 23 365               | 23 533             |
|             | Public Works re-imbursed expenditure for Municipal Charges expense for the building.                                                                                                                                                                                                        | 187                  | 166                |
|             | Department of Sport, Arts and Culture - project grant income                                                                                                                                                                                                                                | 10 082               | 11 349             |
|             | National Library of South Africa - project grant income                                                                                                                                                                                                                                     | -                    | 3 500              |
|             | <b>Key management personnel</b>                                                                                                                                                                                                                                                             |                      |                    |
|             | Refer to note 16 for remuneration paid to CEO and CFO.                                                                                                                                                                                                                                      |                      |                    |
|             | <b>Board members</b>                                                                                                                                                                                                                                                                        |                      |                    |
|             | Board fee                                                                                                                                                                                                                                                                                   | 121                  | 81                 |
|             | <u>Board Term : 1 April 2016 - 30 Sept 2019; 1 October 2019 - 30 Sept 2022</u>                                                                                                                                                                                                              |                      |                    |
|             | W Rowland                                                                                                                                                                                                                                                                                   | -                    | 14                 |
|             | JS Matsebula                                                                                                                                                                                                                                                                                | -                    | 7                  |
|             | S Neerpath                                                                                                                                                                                                                                                                                  | 14                   | 7                  |
|             | E Ramaoka                                                                                                                                                                                                                                                                                   | 11                   | 6                  |
|             | N Ravgee                                                                                                                                                                                                                                                                                    | 13                   | 8                  |
|             | M Masutha                                                                                                                                                                                                                                                                                   | 27                   | 12                 |
|             | M Mphidi                                                                                                                                                                                                                                                                                    | 16                   | 7                  |
|             | M Buthelezi                                                                                                                                                                                                                                                                                 | 14                   | 7                  |
|             | D Maraka                                                                                                                                                                                                                                                                                    | 13                   | 7                  |
|             | M Kganedi                                                                                                                                                                                                                                                                                   | 13                   | 6                  |
|             | <b>Related Party balances</b>                                                                                                                                                                                                                                                               |                      |                    |
|             | Refer to note 10 for the balance of unspent conditional grants. All grants relate to the Department of Sport, Arts and Culture (DSAC).                                                                                                                                                      |                      |                    |

## 22 Statement of Comparison of Budget and Actual Amounts

### 22.1 Basis and Period of Budget and Actual Amounts

The accounting basis used for budget presentation purposes is the accrual basis. The classification basis used is derived from internal Management functionality reporting which is closely aligned to the National Treasury quarterly reporting template. The period of the approved budget is for the 2020/21 financial year with comparative actual expenditure shown for the 2019/20 period. The adjustments to the original approved budget were duly approved by the Accounting Officer as delegated by the Accounting Authority. There were no irregular or fruitless/wasteful expenditure that was incurred in the reporting period.

### 22.2 Major Variances in Statement of Comparison of Budget and Actual Amounts

Due to the COVID-19 pandemic and impact on economy, interest rates were lowered which impacted the anticipated/budgeted interest income. Shortfall from budget expectations R 209 000.

There was an additional amount received in excess of budget amounting to R 1.7m which was received from Gifts, Sponsorships and Donations. This related to the accessible book consortium deemed revenue.

The Mini-Libraries project funding from the nine Provinces was not fully utilised R4.1m (both budgeted income and expenditure as they are equally matched). Due to the various lockdown levels during the first half of the financial year because of the COVID-19 pandemic, Public Libraries could not operate and hence this caused delays in project implementation. Requests to retain funding and utilise them in the 2021/22 financial period have been sent to the Provinces.

There were savings achieved on Staff Costs of R 850 000 from vacant posts that arose during the year and delays experienced in filling them due to the COVID-19 pandemic situation.

There were savings on Production costs amounting to R293 000 due to the capitalisation process of books.

Due to the various lockdown levels during the Financial year because of the COVID-19 pandemic, membership registrations were down for the year especially at Mini-Library service points, and this resulted in fewer rollout of Megavoice playback devices being sent to members than anticipated which resulted in a saving of R 1.6m.

There were savings achieved on Internal Audit fees of R 88 000, as disbursement costs were kept to a minimum as audit work was performed remotely.

There were savings achieved on Municipal charges mainly due to lower consumption charges such as for electricity, due in some part to the lockdown levels imposed during COVID-19.

There were also minor savings achieved on various other items of expenditure mainly due to the impact of the COVID-19 pandemic situation.

Internal income (surplus funds) were utilised to support the budget for the year. This was with the approval of National Treasury through the requisite processes.

## 23 Risk management

### Interest rate risk / current investment risk

The current account and the investment account expose the Library to cash flow interest rate risk. Deposits attract interest at a rate that varies according to the prime banking rate / fluctuations in the financial sector/market.

The Library manages this interest rate risk by ensuring that all surplus funds are invested in fixed/call rate instruments and by maintaining the minimum possible balance in the current account. The interest rates on the fixed/call deposits are fixed, but vary from investment to investment.

### Currency risk

The library undertakes certain transactions denominated in foreign currencies, either directly through the import of goods and services, or indirectly through the award of contracts to local importers which are priced in foreign currency. These transactions were mainly for playback devices, book titles and spares.

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Stringent cash management procedures are in place. These include cash flow forecasting. A sensitivity analysis has not been performed and included as the Library is exposed to foreign exchange risk on a limited basis, as payments to the major foreign suppliers, RNIB and Humanware, are generally made in advance.

**Credit risk**

Credit risk consists mainly of cash deposits, cash equivalents and debtors. The Library only deposits cash with major banks and financial institutions which have high quality credit standing and limits exposure to any one counter-party.

Adequate provision has been made for anticipated bad and doubtful debts. Additional information relating to the analysis of debtors is provided for under note 4 to the financial statements. The maximum exposure to credit risk is the cash balance at bank and debtors, which may increase as a result of non payment by debtors or the bank.

**Trade Receivables**

Management evaluates credit risk on an ongoing basis. Factors such as past experience, payment history, the relationship with the debtor/customer and agreements are taken into consideration. No collateral is held for any debtor. Management is of the opinion that debtors disclosed at year-end are fully recoverable.

**Liquidity Risks**

The Entity's risk to liquidity is a result of the funds available to cover future commitments. Management evaluates liquidity risk through an ongoing review of future commitments and credit facilities. Management further manages the risk by monitoring its cash flow requirements. Management is of the opinion that the net carrying value of the liabilities approximate their fair value and that the entity has sufficient resources to settle its short-term liabilities.

**Fair Value**

At 31 March 2021 and 31 March 2020, the carrying values of financial instruments reported in the financial statements approximate their fair value.

|                                                        | <b>2021</b><br><b>R 000's</b> | <b>2020</b><br><b>R 000's</b> |
|--------------------------------------------------------|-------------------------------|-------------------------------|
| <b>Financial Assets carried at Amortised Cost</b>      |                               |                               |
| Cash and Cash Equivalents                              | 15 713                        | 22 219                        |
| Trade and other Receivables from exchange transactions | 36                            | 3                             |
| Other Current Financial assets                         | 5                             | 8                             |
| <b>Financial Liabilities carried at amortised cost</b> |                               |                               |
| Trade and Other Payables from exchange transactions    | 3 834                         | 1 864                         |
| <b>Liquidity Risk</b>                                  | Less than 12<br>months        | Greater than<br>12 months     |
| <b>As at 31 March 2021</b>                             |                               |                               |
| Trade Payables                                         | 1 664                         | -                             |
| Leave Gratuity accrual                                 | 1 666                         | -                             |
| Bonus Accrual                                          | 504                           | -                             |
| <b>As at 31 March 2020</b>                             |                               |                               |
| Trade Payables                                         | 396                           | -                             |
| Leave Gratuity accrual                                 | 1 041                         | -                             |
| Bonus Accrual                                          | 427                           | -                             |

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## 24 Segment Reporting

1. The South African Library for the Blind (SALB) has identified the following services to be reported on as segments: Library Information Services; Audio Production and Braille Production (incorporating National Braille Advisory Services). These three services are the core sections of SALB and meet the criteria set out to be disclosed as a reportable segment. The other services are more administrative in nature and will thus form part of the unallocated/central total. Furthermore only expenditure and specific sectional production assets are reported separately and reviewed for each of these segments, whilst revenue and liabilities are all central/unallocated.

2. Information reported about these segments are used by management as one of the basis for evaluating the segments' performances and for making decisions about the allocation of resources. The disclosure of information about these segments are also considered appropriate for external reporting purposes.

3. SALB has a National focus and cannot distinguish reporting per Geographic Area as the information is not classified as such in the records and it is not feasible for SALB to consider this approach. The Library does have partnership programmes with all Provinces (Mini-Library Projects); however we act as "advisors" only. No administration or such fee is charged and the relationship is mainly to assist the Provincial Libraries to cater for blind and visually impaired people in the identified Libraries; the resources/infrastructure do not belong to SALB; and hence the rationale not to report Geographically or separately on this. Furthermore, expenditure incurred on the Mini-Libraries are fully reimbursed by the relevant Provinces.

| 2020/21 Financial year                              | Library<br>Information<br>Services | Audio<br>Production | Braille<br>Production<br>including<br>National<br>Braille<br>Consultancy | Total          |
|-----------------------------------------------------|------------------------------------|---------------------|--------------------------------------------------------------------------|----------------|
|                                                     | R 000's                            | R 000's             | R 000's                                                                  | R 000's        |
| <b>Revenue</b>                                      |                                    |                     |                                                                          |                |
| n/a                                                 | -                                  | -                   | -                                                                        | -              |
| <b>Total segment Revenue</b>                        | -                                  | -                   | -                                                                        | -              |
| <b>Expenses</b>                                     |                                    |                     |                                                                          |                |
| Salaries and wages                                  | (2 918)                            | (3 451)             | (2 956)                                                                  | (9 325)        |
| Licences - Library System                           | (269)                              | -                   | -                                                                        | (269)          |
| Labels - Circulation                                | (53)                               | -                   | -                                                                        | -              |
| AP CD Casings                                       | -                                  | (43)                | -                                                                        | (43)           |
| BP Paper                                            | -                                  | -                   | -                                                                        | -              |
| Other                                               | (36)                               | (28)                | (3)                                                                      | (67)           |
| <b>Total segment Expenses</b>                       | <b>(3 276)</b>                     | <b>(3 522)</b>      | <b>(2 959)</b>                                                           | <b>(9 704)</b> |
| <b>Total segment Deficit</b>                        | <b>(3 276)</b>                     | <b>(3 522)</b>      | <b>(2 959)</b>                                                           | <b>(9 704)</b> |
| Interest Revenue - Unallocated                      | -                                  | -                   | -                                                                        | 791            |
| Other gains/(loss) - Unallocated                    | -                                  | -                   | -                                                                        | (636)          |
| Other unallocated/central Revenue                   | -                                  | -                   | -                                                                        | 35 850         |
| Interest Expense                                    | -                                  | -                   | -                                                                        | -              |
| Depreciation and amortisation - unallocated/central | -                                  | -                   | -                                                                        | (1 985)        |
| Other unallocated/central Expenses                  | -                                  | -                   | -                                                                        | (19 079)       |
| <b>Surplus for the Period</b>                       |                                    |                     |                                                                          | <b>5 237</b>   |

SOUTH AFRICAN LIBRARY FOR THE BLIND  
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 FOR THE YEAR ENDED 31 MARCH 2021

|                                     |   |        |       |                |
|-------------------------------------|---|--------|-------|----------------|
| <b>Assets</b>                       |   |        |       |                |
| Segment assets (production process) | - | 47 485 | 5 618 | <b>53 103</b>  |
| Unallocated/central assets          | - | -      | -     | <b>49 410</b>  |
| <b>Total Assets</b>                 |   |        |       | <b>102 513</b> |

|                                 |   |   |   |               |
|---------------------------------|---|---|---|---------------|
| <b>Liabilities</b>              |   |   |   |               |
| Segment liabilities (n/a)       | - | - | - | -             |
| Unallocated/central Liabilities | - | - | - | <b>10 357</b> |
| <b>Total Liabilities</b>        |   |   |   | <b>10 357</b> |

|                                           |   |   |   |              |
|-------------------------------------------|---|---|---|--------------|
| <b>Other Information</b>                  |   |   |   |              |
| Capital expenditure - unallocated/central | - | - | - | <b>7 519</b> |
| Accrued expenditure - unallocated/central | - | - | - | <b>63</b>    |
| Deferred revenue - unallocated/central    | - | - | - | <b>4 551</b> |

NB : There are no inter-segmental transactions and therefore no eliminations required.

SOUTH AFRICAN LIBRARY FOR THE BLIND  
NOTES TO THE ANNUAL FINANCIAL STATEMENT  
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24 Segment Reporting cont.

| 2019/20 Financial year                              | Library<br>Information<br>Services | Audio<br>Production | Braille<br>Production<br>including<br>National<br>Braille<br>Consultancy | Total           |
|-----------------------------------------------------|------------------------------------|---------------------|--------------------------------------------------------------------------|-----------------|
|                                                     | R 000's                            | R 000's             | R 000's                                                                  | R 000's         |
| <b>Revenue</b>                                      |                                    |                     |                                                                          |                 |
| n/a                                                 | -                                  | -                   | -                                                                        | -               |
| <b>Total segment Revenue</b>                        | -                                  | -                   | -                                                                        | -               |
| <b>Expenses</b>                                     |                                    |                     |                                                                          |                 |
| Salaries and wages                                  | (3 881)                            | (3 315)             | (3 308)                                                                  | (10 504)        |
| Licences - Library System                           | (232)                              | -                   | -                                                                        | (232)           |
| AP CD Casings                                       | -                                  | (66)                | -                                                                        | (66)            |
| AP CD's                                             | -                                  | (23)                | -                                                                        | (23)            |
| BP Paper                                            | -                                  | -                   | (43)                                                                     | (43)            |
| Other                                               | (106)                              | (15)                | (32)                                                                     | (153)           |
| <b>Total segment Expenses</b>                       | <b>(4 219)</b>                     | <b>(3 419)</b>      | <b>(3 383)</b>                                                           | <b>(11 021)</b> |
| <b>Total segment Deficit</b>                        | <b>(4 219)</b>                     | <b>(3 419)</b>      | <b>(3 383)</b>                                                           | <b>(11 021)</b> |
| Interest Revenue - Unallocated                      | -                                  | -                   | -                                                                        | 1 237           |
| Other gains - Unallocated                           | -                                  | -                   | -                                                                        | 477             |
| Other unallocated/central Revenue                   | -                                  | -                   | -                                                                        | 39 638          |
| Interest Expense                                    | -                                  | -                   | -                                                                        | -               |
| Depreciation and amortisation - unallocated/central | -                                  | -                   | -                                                                        | (2 137)         |
| Other unallocated/central Expenses                  | -                                  | -                   | -                                                                        | (23 524)        |
| <b>Surplus for the Period</b>                       |                                    |                     |                                                                          | <b>4 670</b>    |

|                                     |   |        |        |               |
|-------------------------------------|---|--------|--------|---------------|
| <b>Assets</b>                       |   |        |        |               |
| Segment assets (production process) | - | 43 326 | 29 458 | 72 784        |
| Unallocated/central assets          | - | -      | -      | 26 537        |
| <b>Total Assets</b>                 |   |        |        | <b>99 321</b> |

|                                 |   |   |   |               |
|---------------------------------|---|---|---|---------------|
| <b>Liabilities</b>              |   |   |   |               |
| Segment liabilities (n/a)       | - | - | - | -             |
| Unallocated/central Liabilities | - | - | - | 12 402        |
| <b>Total Liabilities</b>        |   |   |   | <b>12 402</b> |

|                                           |   |   |   |       |
|-------------------------------------------|---|---|---|-------|
| <b>Other Information</b>                  |   |   |   |       |
| Capital expenditure - unallocated/central | - | - | - | 6 351 |
| Accrued expenditure - unallocated/central | - | - | - | 32    |
| Deferred revenue - unallocated/central    | - | - | - | 8 773 |

NB : There are no inter-segmental transactions and therefore no eliminations required.

SOUTH AFRICAN LIBRARY FOR THE BLIND  
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**25 COVID-19 Impact on Operations**

Most users of this financial statements are aware of the COVID-19 pandemic through the various addresses to the nation by our President and the information sharing sessions by various members of the Ministerial Advisory Committee on the Coronavirus Disease. The Library Management has ensured the necessary health and safety precautions are in place and that any major risks are mitigated. With that being said, due to the nature of the virus, there will be times whereby interruption to services will be enforced, however these will be carefully controlled and monitored. More information will be contained in the Library's annual report, however Management ensured operations were not detrimentally affected. The Department has assured Management the future subsidy funds to the Library will not be detrimentally affected and therefore there is no risk on going concern. Expenditure is in line within budgeted resources. R287 000 was spent in 2020/21 (R2 000 in 2019/20) on COVID-19 related expenses

**26 Accounting Authority**

**From 1 October 2019 to 30 September 2022**

Adv M Masutha, Dr H Mphidi, Mr M Buthelezi, Ms M Kganedi, Mrs D Maraka  
Mr X Yekani; Dr S Neerputh; Ms E Ramaoka; Mr N Ravgee.

**From 1 October 2016 to 30 September 2019**

Dr WP Rowland; Ms JS Matsebula, Ms VG Nyamathe, Mr MS Watermeyer  
Mr X Yekani; Dr S Neerputh; Ms E Ramaoka; Mr N Ravgee; Ms Z Phakathi

**Senior Management**

Mr Mandla Ntombela (CEO)  
Mr Yasheen Ramcharan (CFO)

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The Board and Management of the South African Library for the Blind wish to express their gratitude to the Department of Sport, Arts and Culture, who ensure that the subsidy received by the Library enables it to provide a sustainable and indispensable service to the blind and print impaired community of South Africa in the medium to long term. Their continued support is greatly appreciated.

PASA (Publishers Association of South Africa), as the representative body of the South African publishers, is acknowledged for their ongoing support and belief in providing reading material and content to blind and visually impaired people of our population in accessible formats.

Many of the Library's objectives and specific projects would not be possible without the continued and generous support of our donors which include all bequests received. These donations make it possible for the Library to add value to the services and products offered by the Library to our members.

A warm special thank you is extended to our valued team of volunteer narrators, transcribers, copy-typists and proofreaders. Without your commitment and loyal support, the major part of our book production would not be possible.

Finally and most importantly, sincere appreciation is extended to the staff of the Library - a dedicated team of people who strive for excellence at all times. Keep up the good work and thank you very much for your contribution.



# SOUTH AFRICAN LIBRARY FOR THE BLIND



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**SOUTH AFRICAN  
LIBRARY FOR THE BLIND**

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