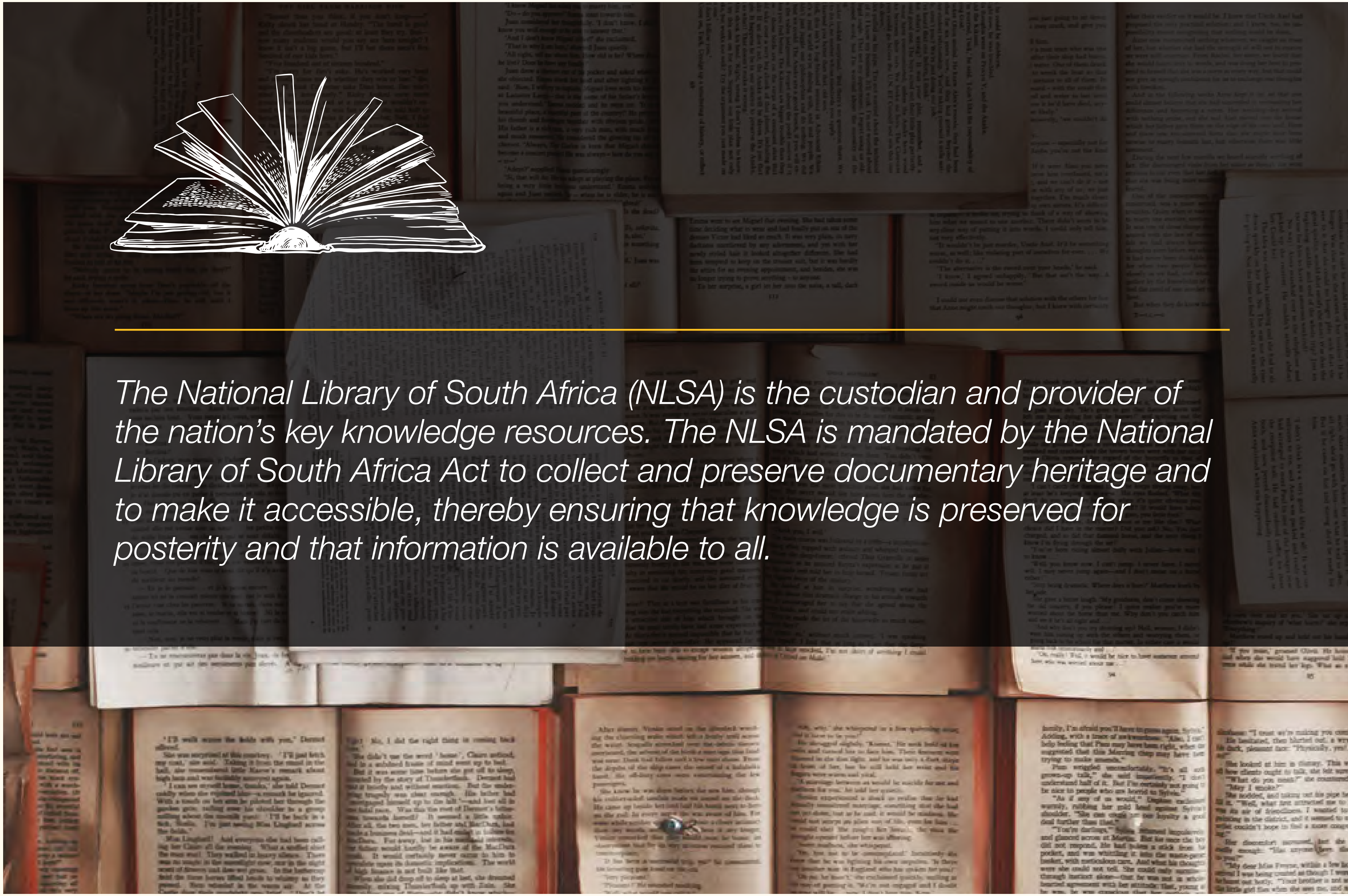
sport, arts & culture

Department:
Sport, Arts and Culture
REPUBLIC OF SOUTH AFRICA

NLSA
National Library of South Africa
an agency of the
Department of Sport, Arts and Culture

ANNUAL REPORT 2024/25

Advancing Access to Information



The National Library of South Africa (NLSA) is the custodian and provider of the nation's key knowledge resources. The NLSA is mandated by the National Library of South Africa Act to collect and preserve documentary heritage and to make it accessible, thereby ensuring that knowledge is preserved for posterity and that information is available to all.

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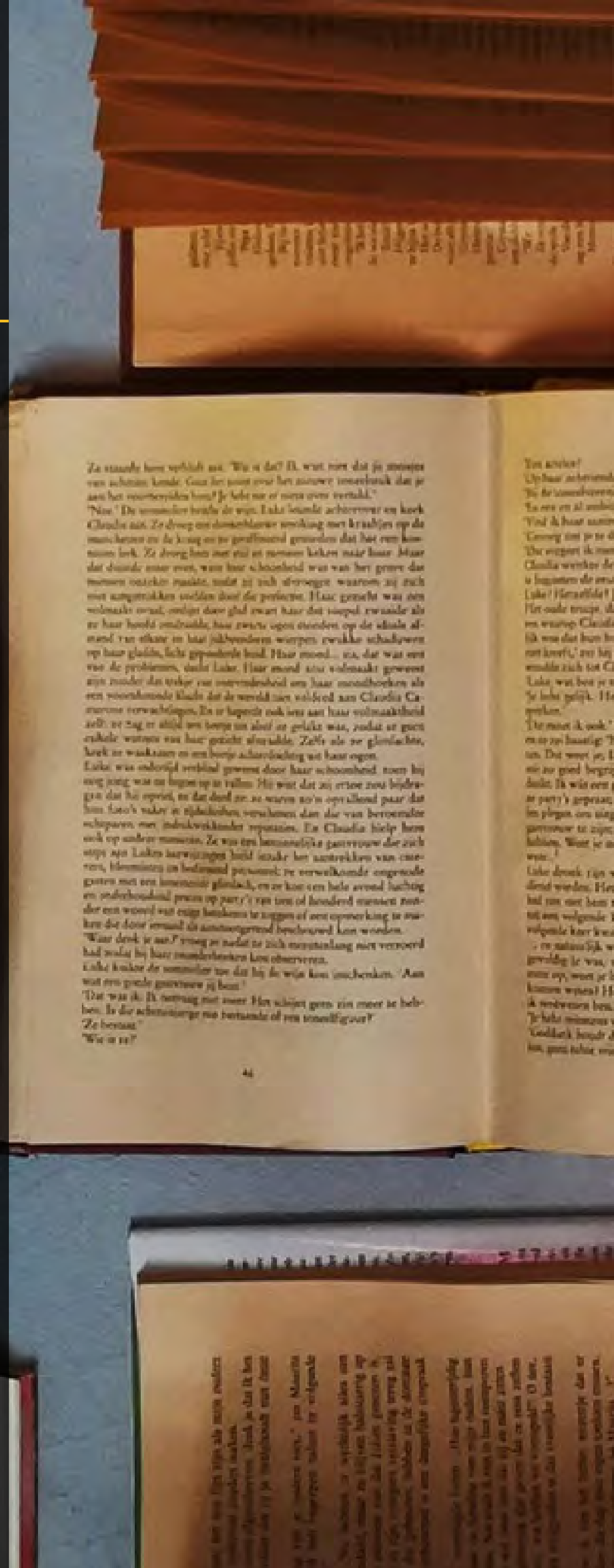
Part **A**

General **Information**



PUBLIC ENTITY'S GENERAL INFORMATION

REGISTERED NAME:	National Library of South Africa
PHYSICAL ADDRESS:	228 Johannes Ramokhoase Street, Pretoria, 0001
POSTAL ADDRESS:	Private Bag X990, Pretoria 0001
TELEPHONE NUMBER:	+27 12 401 9700
FAX NUMBER:	+27 12 326 7642
EMAIL ADDRESS:	info@nlsa.ac.za
WEBSITE ADDRESS:	www.nlsa.ac.za
EXTERNAL AUDITORS:	Auditor-General of South Africa
BANKERS:	Standard Bank and Absa Bank
BOARD SECRETARY:	Mr. Muponisi Nkuna (Acting until 14 August 2024) Ms Hetisani Mangolele (From 1 November 2024)
INFORMATION OFFICER:	Ms Nokuthula Musa
DEPUTY INFORMATION OFFICER:	Ms Sonto Moleme

ABBREVIATIONS AND ACRONYMS

AfLIA	African Library and Information Associations and Institutions
APP	Annual Performance Plan
BSCM	Bibliographic Services and Collections Management
CFB	Centre for the Book
DSAC	Department of Sport, Arts and Culture
EAP	Employee Assistance Programme
ERDM	Emergency Readiness and Disaster Management
GRAP	Generally Recognised Accounting Practice
HRM	Human Resources Management
IAS	Information Access Services
ICTS	Information Communication Technology and Strategy
IFM	Interlending Fee Management
ISAP	Index to South African Periodicals
ISN	International Standard Number
ISSN	International Standard Serial Number
LIS	Library and Information Services
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NACO	Name Authority Control
NARSSA	National Archive and Records Services of South Africa
NCLIS	National Council for Library and Information Services
NISC	National Inquiry Service Centre
NLSA	National Library of South Africa
OPD	Official Publications Depository
PFMA	Public Finance Management Act No. 1 of 1999
RDA	Resource Description and Access
REMCO	Remuneration Committee Forum
RKMC	Research and Knowledge Management Committee
SABINET	South African Bibliographic and Information Network
SACat	South African Union Catalogue
SADC	Southern African Development Community
SAIS	Southern African Inter-Lending Scheme
SANB	South African National Bibliography
SCECSAL	Standing Conference of Eastern, Central and Southern Africa Library and Information Associations
SCM	Supply Chain Management
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UBC	Universal Bibliographic Control
UCT	University of Cape Town
WLIC	World Library and Information Congress
WMS	World Share Management Services

FOREWORD BY THE **CHAIRPERSON OF THE BOARD**

The National Library of South Africa (NLSA) continues to serve as a cornerstone of South Africa's documentary heritage, a preserver of national memory, and an enabler of equitable access to knowledge for all.

As Chairperson of the Board, I am encouraged by the progress made in strengthening institutional governance, while also mindful of the work ahead to ensure full compliance, sustainability, and public value.

Progress on Documentary Heritage Asset Compliance – GRAP 103

A significant milestone during the reporting period has been the successful completion of the GRAP 103 Heritage Assets Project, a complex but necessary initiative to align the NLSA's asset management systems with the Generally Recognised Accounting Practice (GRAP) 103, which governs the accounting treatment of documentary heritage assets.

This project reflects our commitment to strengthening financial accountability and preserving the integrity of South Africa's documentary heritage assets. For the first time and through systems put in place by the entity, the Auditor-General of South Africa (AGSA) was able to audit the NLSA's documentary heritage assets. This is a landmark moment in our institutional journey, resulting in a reliable valuation method and a comprehensive register of heritage assets collection in the custody of the NLSA.

We acknowledge that further action is required to achieve full and sustainable compliance. However, the progress made to date is both significant and commendable. The audit engagements have also laid a critical foundation for breaking the cycle of qualified audit outcomes that the NLSA has endured over the years, particularly when the Auditor-General was unable to conduct a reliable audit of our heritage collection. The professionalism and determination demonstrated by NLSA staff in reaching this point deserve special recognition.

Strategic Plan 2025–2030: A Bold Path Forward

The Board has endorsed a forward-looking Strategic Plan (2025–2030), which seeks to transform the NLSA into a resilient, responsive, and future-ready institution. The strategy is built on three (3) high-level pillars:

- Customers – We prioritize the needs of our diverse and evolving users by enhancing accessibility, strengthening stakeholder engagement, and offering tailored services. Our goal is to create a user-centric experience that empowers individuals and communities, supporting lifelong learning, cultural enrichment, and informed citizenship.

- Collections – We are committed to preserving and expanding our collections to reflect the richness of South Africa's heritage while embracing global perspectives. Through strategic acquisition, digitisation, and long-term preservation, we aim to ensure our collections remain comprehensive, accessible, and relevant for future generations.
- Capabilities – We strive for operational excellence by leveraging technological advancements to improve practices, enhance access, and transform user experiences. Our focus on business efficiencies and staff empowerment will position the NLSA as a sustainable, agile, and adaptable institution prepared to meet the challenges of a changing world.

This strategic direction reflects a clear alignment with national priorities, stakeholder expectations, and our constitutional mandate to serve the public good through knowledge access and cultural preservation.

Good Governance and Institutional Accountability

The Board remains committed to ensuring the effective functioning of governance structures, monitoring the implementation of audit action plans, and supporting ethical leadership throughout the organisation. We will continue to work collaboratively with management to embed a culture of compliance, transparency, and results-oriented performance.

Digital Transformation and Partnerships

Digital innovation remains a strategic enabler in our efforts to modernise library services and increase national access to knowledge. We are focused on modernising our integrated library systems and digital platforms to enhance access to our collections. We continually review our collections to ensure they reflect the diversity and richness of South Africa's documentary heritage. Strategic partnerships with academic institutions, government entities, provincial libraries and development partners remain essential in amplifying our impact and relevance.

Acknowledgements

As we continue our journey to position the NLSA as a model of public service excellence, I wish to extend sincere appreciation to all those who support and shape our work. To the Department of Sport, Arts and Culture (DSAC), thank you for your continued policy guidance and support. Your role in enabling our operations is invaluable. To my fellow Board members, I am grateful for your principled leadership, strategic insight, and unwavering dedication to good governance.

To the Executive Management and Staff of the NLSA, I commend your resilience and professionalism. The NLSA's programmes are not only focused on heritage collection and preservation but also play a critical role in nation-building and social education. Through the reading programmes sponsored by the NLSA, a solid foundation has been laid for the development of book clubs and the promotion of a sustained reading culture in South Africa. In this year alone, NLSA programmes have reached over 80,000 South Africans—young and old—across the country.

The NLSA is also fulfilling a vital national role by representing the Library and Information Services (LIS) sector globally through strategic partnerships. These partnerships have created capacity-building opportunities that benefit not only South Africans but also the broader SADC region.

A notable example is the Emergency Readiness and Disaster Management training facilitated by international experts, sourced through the NLSA. Furthermore, the broader capacity-building initiatives continue to uplift and strengthen the LIS sector in South Africa.

To our partners, stakeholders, and collaborators, thank you for your continued belief in our mission. Your contributions and engagement are vital to our success and sustainability. With a bold strategy, strong partnerships, and a renewed commitment to excellence, I am confident that the National Library of South Africa is well-positioned to deepen its relevance and impact.

We will continue to preserve the past, embrace innovation, and serve as a dynamic resource for present and future generations.

Mr. Bernado Maralack
Chairperson of the Board

CHIEF EXECUTIVE OFFICER'S **OVERVIEW**

As the Interim Chief Executive Officer of the National Library of South Africa (NLSA), having joined the entity toward the end of the 2024/2025 financial year, it gives me great pleasure to present an overview of the organisation's performance for the year under review.

The NLSA continues to fulfil its national mandate as outlined in the National Library of South Africa Act, serving as the custodian and provider of South Africa's key knowledge resources. We are entrusted with the critical responsibility of collecting, preserving, and providing access to the nation's published heritage; ensuring that knowledge is safeguarded for posterity and remains accessible to all. This fundamental role is aligned with the government's priority of building a capable, ethical, and developmental state and the mandate entrusted with the Department of Sport, Arts and Culture, particularly, of heritage preservation and promotion.

As a Legal Deposit Centre and active member of the Legal Deposit Committee, the NLSA plays a pivotal role in the implementation of the Legal Deposit Act. This mandate enables the organisation to collect and preserve the national documentary heritage while promoting equitable access to information. During the year under review, several initiatives were undertaken to raise awareness of legal deposit obligations among commercial and shelf publishers. The NLSA actively participated in literacy and publishing events in various provinces including Makhanda (Eastern Cape), Haenertsburg (Limpopo), Ficksburg (Free State), and Durban (KwaZulu-Natal), among other places, to encourage compliance with the Act and to strengthen collaboration with authors and publishers.

The NLSA's Management is proud to carry out its responsibilities with the unwavering support of the Board, which continues to provide strategic direction and guidance. Our ability to foster collaborative relationships with government departments, DSAC entities, and key stakeholders has yielded tangible results, contributing meaningfully to the advancement of information access, heritage preservation, and knowledge sharing.

Among the highlights of the year was the launch of the GLAM (Galleries, Libraries, Archives and Museums) Exhibition, a collaborative initiative with national and provincial government entities. This milestone showcased the value of partnership and the collective power of memory institutions. Another flagship programme, the Funda Mzantsi Championship, continued to promote literacy through a national reading competition involving the Department of Correctional Services, George Municipality, universities, PanSALB, the SA Human

Rights Commission, provincial departments, and community book clubs. Notably, this year's competition marked a significant step toward inclusivity with the participation of visually impaired individuals for the first time.

Internationally, the NLSA continues to demonstrate thought leadership and regional influence in the library and information services sector. As the IFLA Preservation and Conservation (PAC) Centre for the Sub-Saharan Africa Region—which includes countries such as Angola, Botswana, Eswatini, Kenya, Lesotho, Malawi, Mozambique, Namibia, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe—the NLSA hosted regional workshops on Emergency Readiness and Disaster Management at the Technical University of Mombasa in Kenya and the National University of Lesotho, further strengthening regional capacity.

In the 2024/2025 financial year, the NLSA reported on 18 output indicators across its three strategic programmes: Administration, Business Development, and Public Engagement. Of these, 14 indicators were achieved, resulting in a 78% overall performance achievement. This year also marked the final year of implementing the organisation's five-year Strategic Plan (2020 to 2025), offering an important opportunity to reflect on progress and chart a bold course forward.

The following section provides a high-level synopsis of the NLSA's overall performance over the past five years.

2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
76%	78%	69%	83%	78%

The year 2024/25 also had momentous transitions, to mention; transition from the 6th to the 7th Administration of Government, hand-over from the previous to the current Executive Authority, progression from the previous to the current NLSA Board, and executive leadership change from the previous Chief Executive Officer to the current interim Chief Executive Officer. Progress achieved over the past five years, despite external challenges and operational constraints, is a testament to achievements of a collective, and the dedication of our staff who have carried the strength of our partnerships. The NLSA stands at a pivotal moment in its institutional journey.

As we close the chapter on the 2020 to 2025 Strategic Plan, vision mapping for the next five years and beyond builds on a solid foundation that embraces change, drives innovation, values stakeholder engagement and new strategic shifts aimed at strengthening our capacity to preserve South Africa's documentary heritage for future generations. With the continued support of our partners, government, and the public we serve, the NLSA remains steadfast in its mission to provide equitable access to information and to serve as a trusted national knowledge resource.

Ms Mandisa Tshikwatamba
Interim Chief Executive Officer

Prince Alfred, Duke of Edinburgh: Progress of His Royal Highness Prince Alfred Albert through the Cape Colony in the Year 1860, 1861 [Fairbridge Collection]

STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF THE ACCURACY OF THE ANNUAL REPORT

To the best of our knowledge and belief, we confirm the following:

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

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

The annual report has been prepared following the guidelines on the annual report as issued by the National Treasury.

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

The accounting authority is responsible for preparing the annual financial statements and the judgements made in this information. The accounting authority is responsible for establishing and implementing a system of internal controls which is designed to provide reasonable assurance on the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors were engaged in expressing an independent opinion on the annual financial statements.

In our opinion, the annual report fairly reflects the operations, performance information, human resources information and the public entity's financial affairs for the financial year ended 31 March 2024.

Mr. Bernado Maralack
Chairperson of the Board
Date: 31 March 2025

Ms Mandisa Tshikwatamba
Interim Chief Executive Officer
Date: 31 March 2025

STRATEGIC **OVERVIEW**

VISION

A world-class African national library and information hub.

MISSION

We build, record, preserve, conserve and make available a complete South African documentary heritage, fostering a reading nation and working towards an informed citizenry.

VALUES

The National Library of South Africa (NSLA) espouses the following shared and unifying values:

Integrity
We uphold the virtues of integrity in the affairs of the organisation.

Excellence
We drive a culture of excellence in all that we do.

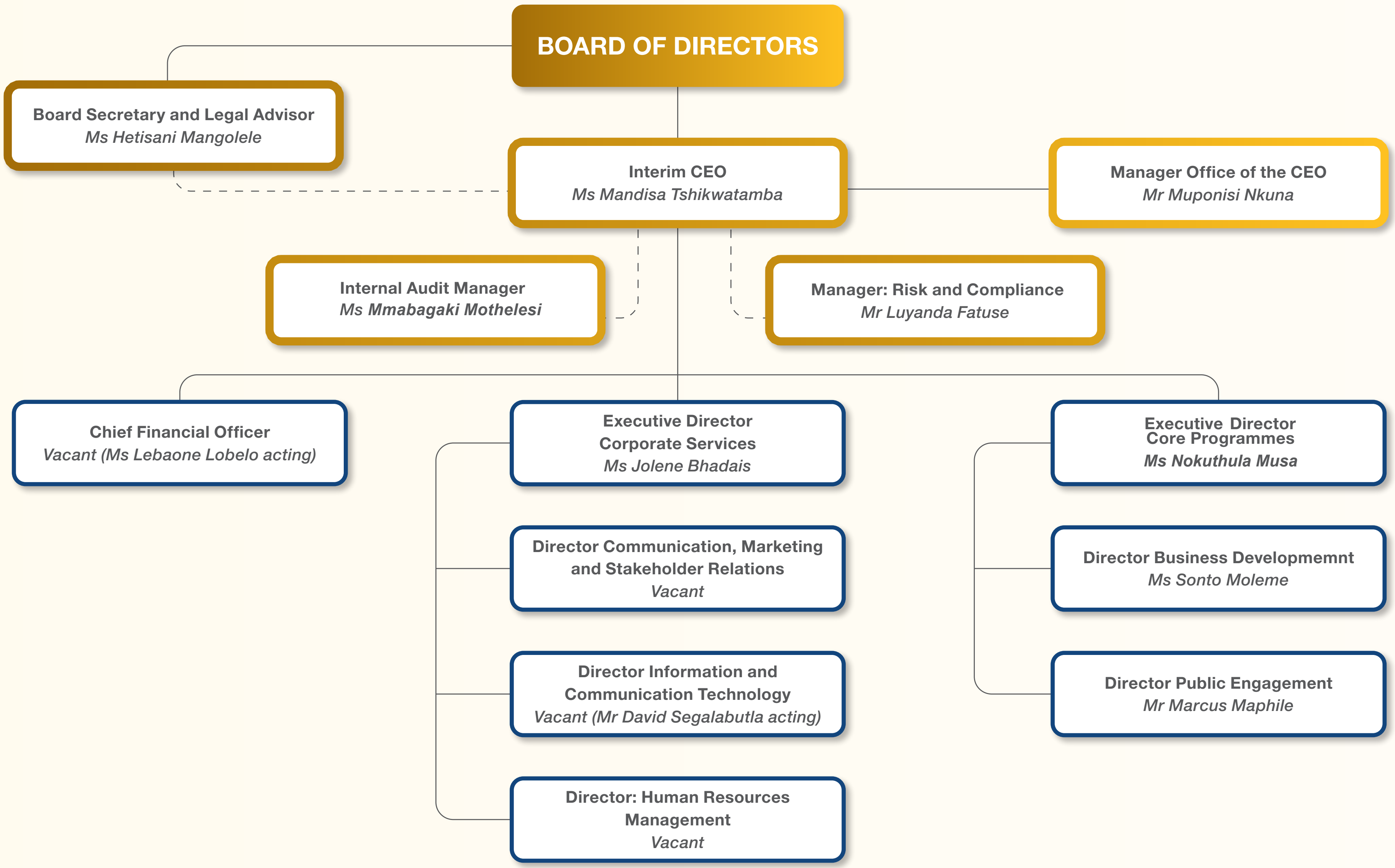
Innovation
We remain committed to creativity and innovation.

Collaboration
We work with like-minded organisations.

Accountability
We are an ethical and transparent organisation. We remain accountable to the Executive Authority while being conscious of serving our end-users.

ORGANISATIONAL STRUCTURE

1 April 2024 - 31 March 2025



LEGISLATIVE AND OTHER MANDATES

LEGISLATIVE MANDATE

The NLSA was established in 1998 following an amalgamation of the South African Library and the State Library. The National Library of South Africa Act, Act No. 92 of 1998 regularises and governs the mandate of the NLSA.

ACCOUNTABILITY AND REPORTING

The NLSA is a schedule (3A) entity in terms of the Public Finance Management Act (Act 1 of 1999 as amended by Act No. 29 of 1999). The NLSA is accountable to the Minister of Sport, Arts and Culture and the Executive Authority. In terms of financial management and accountability, the NLSA is governed by the PFMA and the NLSA Act, among others.

The NLSA submits quarterly financial and non-financial performance reports to both the DSAC and National Treasury. Further, the NLSA tables its Strategic Plan, Annual Performance Plan and Annual Report to the National Assembly on an annual basis.

OBJECTIVES

(Section 3, NLSA of South Africa Act, Act No. 92 of 1998)

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

FUNCTIONS

Section 4 of the NLSA Act No. 92 of 1998 sets out the functions of the NLSA. Subsection (1) deals with library functions and subsection (2) deals with the generic functions of a national cultural institution.

(1) The functions of the NLSA are to:
- a) Build up a complete collection of published documents emanating from and relating to South Africa;
- b) Maintain and extend any other collections of published and unpublished documents with emphasis on documents emanating from or relating to Southern Africa;
- c) Promote optimal management of collections of published documents held in South African libraries as a national resource;
- d) Supplement the national resource contemplated in subparagraph with selected documents;
- e) Record the documents contemplated in paragraph (a);
- f) Render a national bibliographic service and to act as the national bibliographic agency;
- g) Promote optimal access to published documents, nationally and internationally;
- h) Provide reference and information services, nationally and internationally;
- i) Act as the national preservation library and to provide conservation services on a national basis; and
- j) Promote awareness and appreciation of the national, published documentary heritage; and promote information awareness and information literacy.

(2) To achieve its objects and promote the development of Library and Information Services in South Africa, the NLSA must, in relation to the functions referred to in subsection (1):
- a) Provide appropriate information products and services.
- b) Provide leadership, guidance and advice to South African libraries and information services.
- c) Undertake planning and co-ordination in co-operation with other library and information services.
- d) Present, in consultation and co-operation with appropriate educational institutions and professional bodies, courses of training and education relating to the functions referred to in subsection (1);
- e) Undertake research and development; and
- f) Liaise with libraries and other institutions in and outside South Africa.

Part **B**

Performance **Information**


BIBLIA.

PERFORMANCE INFORMATION: PREDETERMINED OBJECTIVES

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General of South Africa (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 actual 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. The Auditor's Report can be found in Part F of this report.

2. SITUATIONAL ANALYSIS

2.1. Performance Environment

2.1.1. Objectives of the NLSA

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

The objectives and functions of the NLSA are by statute and prescribed in the National Library of South Africa Act, Act No. 92 of 1998. The NLSA's legislative Act sets it apart from public libraries as the NLSA has a special statutory authority to perform certain functions and discharge certain responsibilities, which are different from those of public libraries.

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

2.1.2. Functions of the NLSA

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

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

The mandatory functions of the NLSA are to:

- Build up a complete collection of published documents emanating from and
- relating to South Africa;
- Maintain and extend any other collections of published and unpublished documents with emphasis on documents emanating from or relating to Southern Africa;
- Promote optimal management of collections of published documents held in South African libraries as a national resource;
- Supplement the national resource with other selected and relevant library materials;
- Record all the documents collected and make these accessible nationally and internationally;
- Render a national bibliographic service and to act as the national bibliographic agency;
- Promote optimal access to published documents, nationally and internationally;
- Provide reference and information services, nationally and internationally;
- Act as the national preservation library and to provide conservation services on a national basis; and
- Promote awareness and appreciation of libraries as information centres and encourage the reading of the nationally published heritage materials in various formats.

The NLSA also has a critical role in promoting the development of library and information services in South Africa. To achieve its objectives and perform its functions, the NLSA must:

- Provide appropriate information products and services;
- Provide leadership, guidance and advice to South African library and information services;
- Present, in consultation with other library and information services, any relevant issues regarding the sector;
- Undertake planning and co-ordination in co-operation with other library and information services;
- Undertake research and development for the improvement of library and information services;
- Establish and maintain beneficial partnerships with local, national and international organisations, including library and information services for national access to information, worldwide;
- Encourage local and international tours of the NLSA's on both Campuses, including the Centre for the Book and ensure training of new library and information professionals, in partnership with universities, by offering a platform for experiential learning and internships; and
- Liaise with libraries and other institutions within and outside South Africa.

2.1.3. Operational Sites of the NLSA

The NLSA operates on three sites that complement each other. The main site is the Pretoria Campus which is the largest and functions as the NLSA Head Office.
The Cape Town Campus houses the unique and rare heritage collections and functions as a research hub used daily by scholars, researchers and the general public. Both sites offer free internet access as well as a wealth of online information available worldwide.

The third site is the Centre for the Book which also functions as the NLSA outreach unit to promote reading, writing and publishing in South Africa.

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

- Bibliographic Services and Collections Management (South African National Bibliography, Index to South African Periodicals, International Official Publications, International Standard Number Agency, Legal Deposit, Acquisitions)
- Information Access Services (Reference, Map Collection, Document Supply, Special Collections)
- Preservation and Conservation Services (Conservation, De-acidification, Digitisation, Stack Management)
- Centre for the Book (Promotion of reading, writing and publishing)

Bible. New Testament. Latin: 'The Four Gospels' [Grey Collection]

ORGANISATIONAL ENVIRONMENT

The service delivery platforms of the NLSA are structured on the Core Programmes, supported by the Administration Programme. The Core Programmes consist of two sub-programmes responsible for delivering the core business of the NLSA, as mandated by Section 4(1) of the NLSA Act. These sub-programmes are within the institution.

BUSINESS DEVELOPMENT COMPRISING OF:

Bibliographic Services and Collections Management

Co-ordinates all activities connected with purchasing and collecting published information; rendering a national bibliographic service; cataloguing the records and ensuring adherence to international standards by promoting universal bibliographic control, through the National Bibliographic Agency.

Preservation and Conservation Services

Promote optimal access to the Collections of the NLSA nationally and internationally.

PUBLIC ENGAGEMENT COMPRISING OF:

Information Access Services

Enables the NLSA to function as the national conservation and preservation library. The NLSA's de-acidification plant is the first in Africa and facilitates the treatment and preservation of printed material.

Centre for the Book

Promotes the culture of reading, writing and publishing.

The service delivery platform further provides for five corporate service structures as strategic partners to the core business functions.

The support service departments are:

- Office of the National Librarian and CEO provides dynamic leadership to all core and support services and engages with the Board of the NLSA as well as relevant organisations nationally and internationally.
- Information and Communication Technologies (ICT) manages, supports and enhances the services and infrastructure of the NLSA and its affiliates to improve and promote access to resources through the provision of innovative technology.
- Finance and Supply Chain Management ensures sound financial management, full compliance with relevant legislation and/or regulations and sound budgeting to enable the institution to deliver on its mandate.
- Human Resources Management (HRM) is responsible for the recruitment and retention services of suitably qualified individuals who will add value and live the shared and unified values of the NLSA.
- Communications, Marketing and Stakeholder Relations which ensures that the NLSA achieves visibility and impact by creating awareness of the services and products of the NLSA while building collaborations on both national and international fronts.

2.2. National Strategic Outcome Orientated Goals

The NLSA, consistent with the selection of the Department Sport, Arts and Culture (DSAC), contributes to six, but supports all, of the National Outcomes identified and agreed to by Cabinet.

Outcome 1: Improved quality of basic education.
The NLSA provides information to support teaching, learning and research through its library and information services and products.

Outcome 4: Decent employment through inclusive economic growth.
The NLSA is an employer and thus contributes to providing decent employment to individuals. Through outsourcing, the NLSA also contributes to the economic development of service providers.

Outcome 5: A skilled and capable workforce to support inclusive growth path.
The NLSA employs over 200 employees who are continuously trained to ensure that they are a skilled and capable workforce that will contribute to an efficient and effective national library that will ensure an empowered South Africa.

Outcome 7: Vibrant, equitable and sustainable rural communities.
The NLSA, through its Centre for the Book, reaches out to rural communities to assist with support for book clubs, donating books and promoting a culture of reading and writing.

Outcome 12b: An empowered, fair and inclusive citizenship.
The NLSA contributes to empowering the citizens through access to information offered through its library and information services. The free internet access provided to the general public assists in bridging the digital divide.

Outcome 14: Social cohesion and nation building.
The NLSA, through its outreach unit, ensures social integration and inclusion of communities and society at large in the implementation of reading promotion and publishing initiatives. The NLSA promotes participation, regardless of origins histories, languages, cultures and religions, across its platforms.

PERFORMANCE INFORMATION BY PROGRAMME

The NLSA continued to function as a national resource and the custodian of South Africa’s literary heritage. As a national resource, the NLSA is well positioned to ensure that its rich historical and rare collections are accessible to all users, thus contributing towards building a reading nation and an informed citizenry.

The functions of the NLSA are to provide leadership, guidance and advice to South African Libraries and Information Services; to act as the national preservation library, render a national bibliographic service, provide reference and information services nationally and internationally and promote information awareness and information literacy.

The following Programmes of the NLSA are designated in terms of the National Library of South Africa Act to facilitate performance on the objectives, which contributes towards meeting the legislative mandate.

To reflect on the strategic objectives as set out in the Strategic and Annual Performance Plans (APP), the NLSA's predetermined objectives for the three Programmes comprises of strategic objectives, performance indicators and targets. The performance information tables illustrate the indicators, targets achieved and explanation of variances.

PROGRAMME 1: ADMINISTRATION

Department: Communications, Marketing and Stakeholder Relations

Strategic Engagements

These are high-level agreements and partnerships with national, regional, and international institutions, particularly other National Libraries, to foster collaboration on knowledge exchange, research, and heritage preservation. Such engagements are primarily facilitated by the Core Mission Support and Research (CMSR) Department in collaboration with the Office of the CEO.

The following partnerships were concluded.

- The NLSA partnered with the Library and Information Association of South Africa (LIASA) and the City of Tshwane Municipality celebrated Nelson Mandela International Day at Nantes Primary School in Eersterust, east of Pretoria on 18 July 2024. The event symbolised the collective effort to promote literacy and support schools in under-resourced communities. (Image)
- The NLSA collaborated with the Embassy of the Republic of Bulgaria, in collaboration and the Museum of Humour and Satire in Gabrovo, to host an exhibition titled "Our Common World—Smiling Messages from Bulgaria". This unique and thought-provoking satire-themed exhibition was held at the National Library of South Africa's Pretoria campus from 07 to 11 October 2024.
- The NLSA, Iziko Museums of South Africa, and the Thabo Mbeki Foundation launched an exhibition in celebration of 30 years of democracy by GLAM institutions on Friday, 06 December 2024 at the NLSA Pretoria Campus. The exhibition was hosted until the end of March 2025.

Social media

The National Library of South Africa (NLSA) actively maintains a presence on the following social media platforms:

- Facebook
- X (formerly Twitter)
- Instagram
- YouTube
- WhatsApp (To be launched during the first quarter of the 2025/2026 financial year)

NLSA WhatsApp Channel

The WhatsApp Channel is a feature within the WhatsApp Business App that enables institutions to share real-time updates and important information with their stakeholders through a one-way broadcast communication tool. This channel allows for the efficient dissemination of automated messages, notices, announcements, and general updates.

The WhatsApp Channel initiative aligns with the NLSA's commitment to embracing digital tools that improve transparency, visibility, and engagement with its stakeholder community.

The WhatsApp channel will be launched during the first quarter of the 2025/2026 financial year.

Follower Growth

At the end of 2024/25 financial year, the NLSA's combined social media following stood at 22 372, reflecting a modest increase from 21 257 followers at the end of 2023/24 financial year. This growth, while incremental, indicates sustained audience interest and engagement.

Conclusion

During the 2024/2025 financial year, the Communications, Marketing, and Stakeholder Relations (CMSR) Department continued to play a critical role in advancing the visibility, influence, and public engagement of the NLSA. Through meaningful strategic partnerships, collaborative exhibitions, and targeted outreach initiatives, the Department effectively promoted the institution's mandate while fostering relationships across the national, regional, and international LIS community.

The expansion of the NLSA's digital communication tools, including the launch of the WhatsApp Channel and steady growth across social media platforms, reflects a growing commitment to accessible, real-time engagement with stakeholders. These efforts have strengthened the NLSA's public image, enhanced stakeholder trust, and positioned the institution as a thought leader in the cultural and information landscape.

Department: Information and Communication Technology (ICT)

1. **Overview**
   During the 2024/2025 financial year, the ICT Department made significant progress across several strategic focus areas. These included improving ICT infrastructure, strengthening cybersecurity measures, and enhancing service delivery through innovative technologies. All departmental initiatives have been aligned with the strategic objectives of the National Library of South Africa (NLSA) and broader priorities within the Library and Information Services (LIS) sector.

2. **Infrastructure Projects and Upgrades**
   The implementation of the Telephone Management System (TMS) was prioritised in Quarter One, under a National Treasury transversal contract with MTN as the appointed service provider. Despite encountering several delays and the need for escalation, the project was successfully completed during Quarter Two.

   To further strengthen the ICT environment, key upgrades were implemented. These included a firewall upgrade and the installation of wireless access points, aimed at improving cybersecurity and ensuring reliable network access across NLSA campuses. Enhancements to the video conferencing systems were also undertaken, including the gradual introduction of interactive multimedia screens to modernise internal and external communication infrastructure.

3. **Cybersecurity Initiatives**
   In Quarter Three, the Department successfully implemented an anti-data exfiltration solution. This security measure is specifically designed to prevent the unauthorised transfer of sensitive organisational data in the event of ransomware attacks, viruses, or other cybersecurity threats. This implementation marks a major milestone in safeguarding the NLSA's digital assets.

4. **Disaster Recovery and Records Management**
   To ensure business continuity, the ICT Department commenced the implementation of a comprehensive disaster recovery solution. In parallel, the development of an Electronic Records Management Solution is underway, aimed at improving the secure and efficient handling of organisational documents and records.

   To support continuous improvement, an internal audit tracking tool was implemented to monitor the resolution of audit findings. Key audits conducted during the year included Business Continuity, Disaster Recovery, and ICT Acquisitions. All audit findings are currently being addressed through a structured and transparent improvement process.

5. **Strategic Planning and Governance**
   The ICT Department finalised the development of an Enterprise Architecture (EA) framework and a Technology Roadmap (TR). These strategic tools serve to align ICT initiatives with the NLSA's mission, service objectives, and evolving user needs. They are designed to support informed planning and sustained technological innovation.

   In support of governance and policy development, the NLSA continued its strategic engagement with Gartner during Quarters One and Two. This collaboration focused on reviewing ICT policies, refining the Enterprise Architecture, and drafting a standardised ICT Framework for Public Libraries.

6. **Innovation and Application Development**
In its commitment to digital innovation, the Department initiated the development of the NLSA Mobile Application. During the reporting period, both the concept and the initial prototype were finalised, with full development planned for future implementation.

To improve user experience and service accessibility, the Department also launched two key online tools: an Interactive Electronic Publication Deposit Form and an Online ISBN Request Form, the latter of which was successfully implemented in Quarter Four.

7. **System Monitoring and Availability**
The ICT Department maintained continuous monitoring of all ICT infrastructure to ensure high levels of system availability, reliability, and performance. This ongoing monitoring is critical to maintaining operational continuity and user satisfaction.

8. **Conclusion**
The ICT Department has demonstrated a consistent and strategic focus on strengthening digital capacity, ensuring cyber resilience, and driving technological transformation. Through structured planning, responsive audit practices, and the adoption of innovative digital solutions, the Department continues to support the NLSA's evolving operational needs and its commitment to public service excellence.

PROGRAMME 2: BUSINESS DEVELOPMENT

Bibliographic Services and Collections Management Department

The National Library of South Africa is the custodian and provider of the nation's key knowledge resources. It is mandated by an Act of Parliament to collect, preserve published documents, and make the library's published documents publicly available and accessible. The library's role is to ensure that documentary heritage knowledge is not lost to prosperity, and that information is available for research. Documentary heritage comprises those single and group documents of significant and enduring value to a community, a culture, a country or to humanity in general, and whose deterioration or loss would be a harmful impoverishment. The collections provide the means for understanding the South African social, political, collective as well as personal history. The Business Development programme plays a crucial role in ensuring that the above is realised. There are two subunits within Business Development, they are Bibliographic Services and Collections Management and Preservation and Conservation Services.

Bibliographic Services and Collections Management (BSCM) purpose is to build a complete collection of published documentary heritage material, emanating from, or relating to, South and southern Africa; to expand and maintain existing Collections; to acquire material published either by South African authors or that relates directly to South Africa via purchase, gift, or donation; to ensure universal bibliographic control of acquired material by creating the national bibliography. The Department operates across both the Pretoria and Cape Town Campuses.

Strategic Priorities

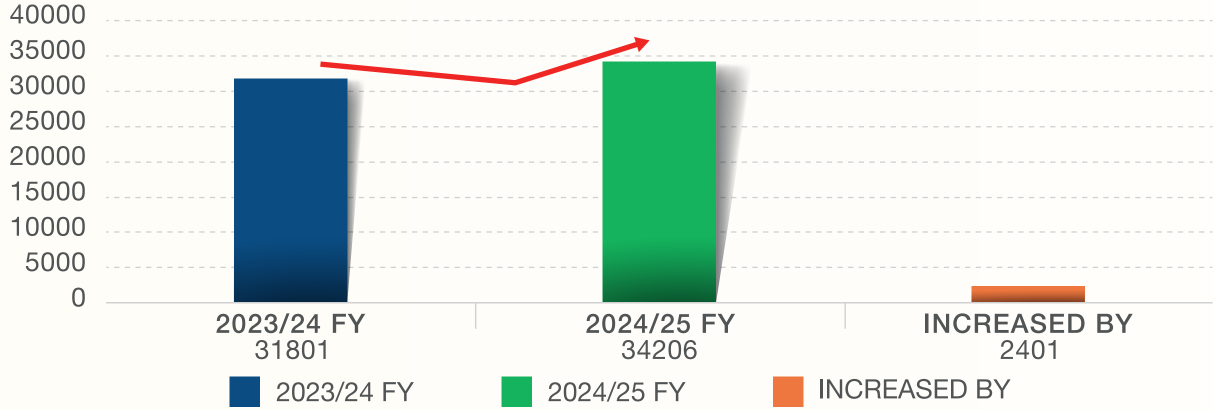
- Create a national bibliography and adhering and promoting international standards.
- Enhance the Library's ability to exploit its collection to deliver its strategic priorities, portfolios and programmes
- Ensure the collection of all legal deposit material
- Enable and encourage publishers to adhere to the Legal Deposit Act, 54 of 1997 and to promote wider community awareness through training and workshops on the importance of legal deposit
- Hosting of ISN Agency and the allocation of the ISBN and ISMN
- Creation of ISAP records
- Extend the NLSA collection through gifts and donations to close the collection gap

The Department noted the following achievements:

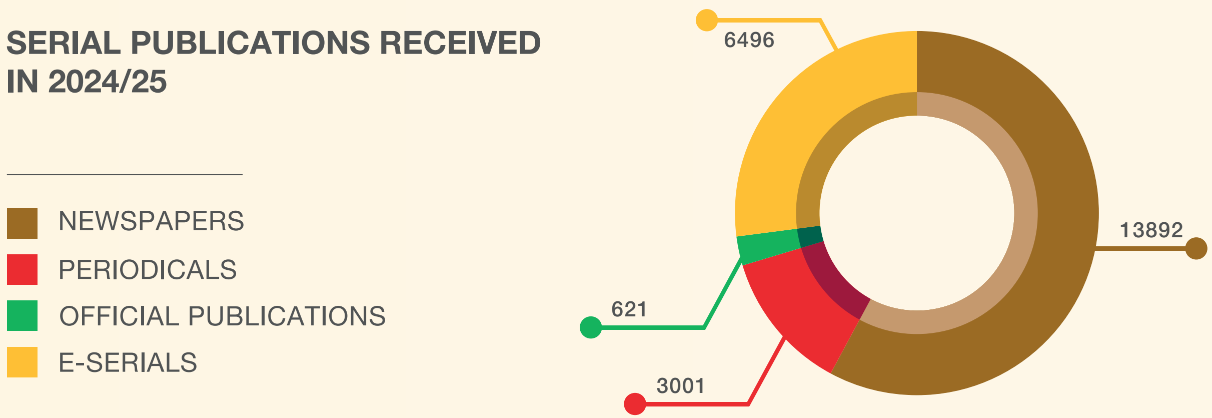
1. Legal Deposit Receipts

The NLSA is one of five statutory legal deposit libraries, so designated under the Legal Deposit Act 54 of 1997, whose mandate is to receive one copy of every item published in South Africa, be it a book serial, map, chart, poster, official publication, conference proceeding, audio book etc., in the format, be it printed or electronic, in which it was published. Further, legal deposit material is to be preserved and conserved in perpetuity and made available for use to both national and international users.

LEGAL DEPOSIT DOCUMENTS DEPOSITED



SERIAL PUBLICATIONS RECEIVED IN 2024/25



2. South African National Bibliographic (SANB)

The NLSA is a leading institution of cataloguing in South Africa.

According to the National Library of South Africa Act, No. 92 of 1998 the SANB sub-unit exists to:

- Ensure universal bibliographic control of acquired material, by creating the national bibliography.
- Create bibliographic records to international standards thereby promoting Universal Bibliographic Control (UBC) by adding our records to OCLC's World-Share Management Services (WMS) database thereby providing access to the NLSA's collections.

During 2024/25, a total of 11 195 items were catalogued, compared to 11 403 in the previous financial year.

3. International Standard Number (ISN) Agency

The South African ISN Agency is located at the NLSA's Pretoria Campus. It serves as the National Agency of International Standard Numbers. The Agency serves both the commercial and self-publishing industry. In the financial year 38 087 ISBNs were registered for commercial and self-publishers.

4. Promotion of the Legal Deposit

BSCM attended publisher's events to promote legal deposit and mandate of the national library within the publishing community. Publishers and authors remain important stakeholders who create stories, cover events and share experiences through written words. Here are some of the events attended in 2024/25 financial year:

- 2025 Time of the Writers Festival, Durban
- Eastern Cape Literary Festival, Makhanda
- Local and emerging author Book talk Limpopo
- Heritage Day Celebration, Free State

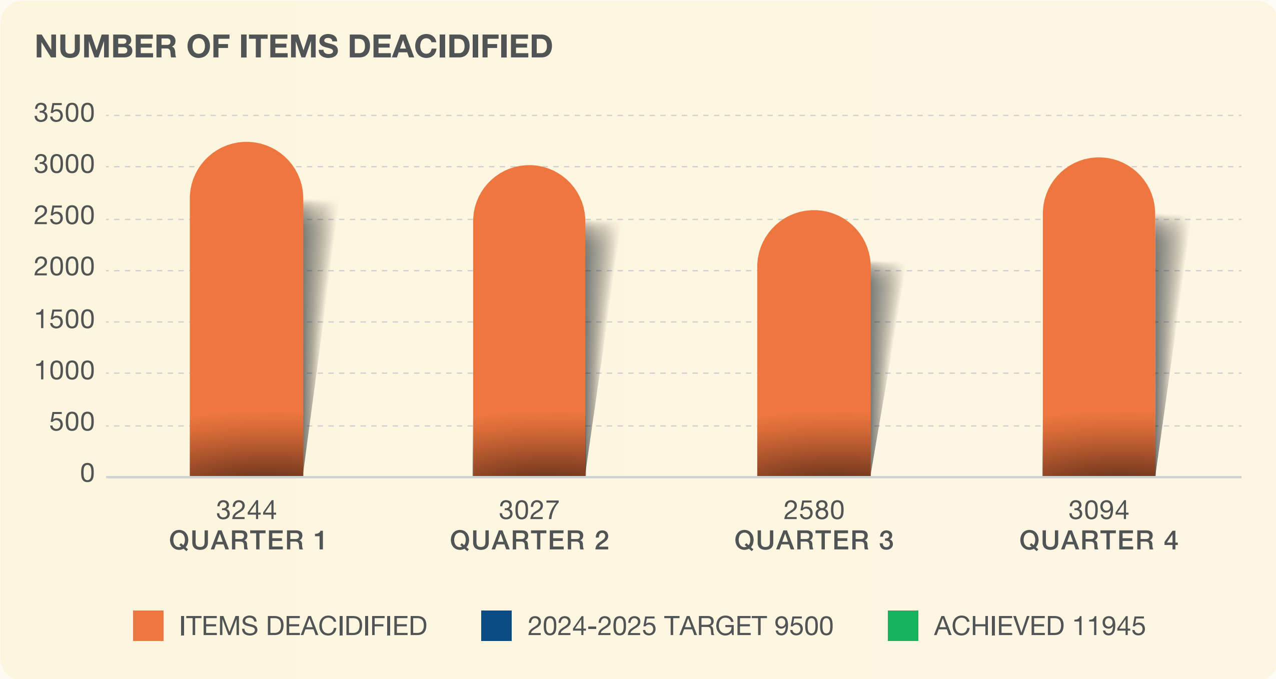
5. **Library Professional Training**
   NLSA imparted library cataloguing standard training to over 30 participants in the financial year. The training offered updated cataloguing standards RDA (Resource Description and Access) and BIBFRAME (Bibliographic Framework) to the City of Johannesburg library cataloguing section, and graduate librarians. Here are some of the pictures of the training sessions.

Department: Preservation and Conservation Services

The purpose of the Preservation and Conservation Services is to preserve and optimally maintain the NLSA's Collections with the aim of securing current and long-term survival and accessibility of the physical form and informational content of Collections. The NLSA acts as the national preservation library for the country and as such plays a leadership role in the South African Library and Information Sector. Preservation and Conservation Services consists of four units that are represented on the Pretoria and Cape Town Campuses, namely: Conservation, Digitisation, De-Acidification and Stack Management. The NLSA's De-Acidification plant is situated at Pretoria Campus.

Conservation and Maintenance of Collections

Deacidification
To safeguard the collections in the library, the Department continuously disinfect and deacidify materials using preservation techniques. During the year under review, 11 945 items were deacidified.



Conservation
In the conservation section, the team successfully bound a total of 3000 volumes in the financial year of 2024-2025. The graph below illustrates the steady progress made throughout the year, culminating in surpassing the initial goal. This accomplishment underscores the dedication and effectiveness of the conservation efforts, ensuring the preservation and longevity of valuable materials within the collection.

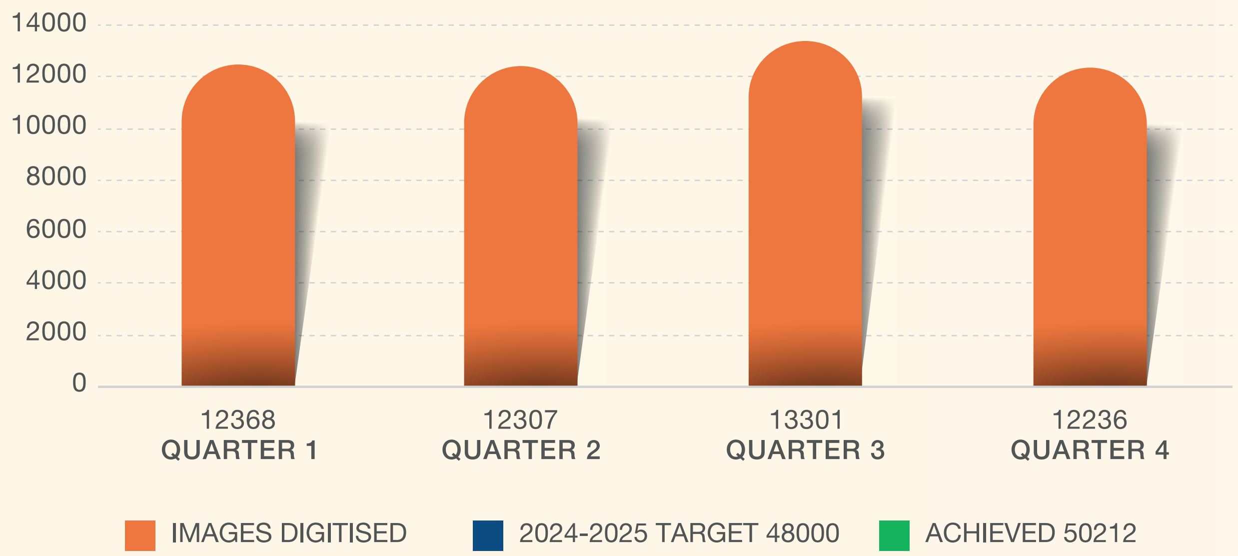
1. **Digitisation**

The NLSA, as a custodian of South Africa's rich documentary heritage, has in its collections rare and irreplaceable items ranging from maps, manuscripts, periodicals, and newspapers. The NLSA plays a pivotal role in preserving these items while also making them accessible to users, including scholars, researchers, and enthusiasts both local and international.

The National Library of South Africa (NLSA) proudly showcases its strides in digitization, underscoring a pivotal initiative focused on preserving and disseminating cultural treasures. Among the notable projects embarked upon during this period was the comprehensive digitization effort targeted at the cherished Lovedale publications, a testament to the NLSA's commitment to safeguarding historical legacies. Moreover, historical newspapers such as the venerable Kaffir Express and the insightful South African Outlook have been meticulously scanned and archived in the deep digital repository, marking a significant milestone in the preservation of South Africa's rich heritage. Concurrently, a dedicated curation project is underway to enhance accessibility and engagement with these invaluable resources. Notably, the Cape Town team has been instrumental in digitizing the esteemed Cape Times, showcasing the vibrant tapestry of the city's history and culture for a global audience. These endeavors underscore the NLSA's unwavering dedication to digitization as a cornerstone for fostering knowledge preservation and dissemination in the digital age.

The performance indicator for the Digitisation sub-unit is the number of images digitised. During the year under review, 50 212 images were digitised. Digitiaed images are published as web-based collections on the ContentDM platform. Fifty-two collections have been published so far, ranging from drawings, posters, postcards to newspapers. The NLSA has a vast collection of what is known as the Black Press Collection, representing newspapers published by black entrepreneurs for black readers from the 1870's onwards. It is available for public view on the NLSA website.

NUMBER OF IMAGES DIGITISED



2. Training

The National Library of South Africa is the IFLA PAC Centre for the Sub-Saharan Africa Region, which includes Angola, Botswana, Eswatini, Kenya, Lesotho, Malawi, Mozambique, Namibia, South Africa, Tanzania, Uganda, Zimbabwe, and Zambia. Within the IFLA PAC role the NLSA's mandate is to provide skills transfer and capacity support for the documentary heritage organizations and institutions on issues of preservation, conservation, digitization, and providing access to their collections. In pursuing these aims, the IFLA strategic programme on Preservation and Conservation (PaC) was created during IFLA Conference in Nairobi Kenya 1984 to focus efforts on issues of preservation and initiate worldwide cooperation for preservation of library material. It is during this gathering that the NLSA was nominated to host the Southern Africa Preservation and Conservation (PaC) Centre.

- The Emergency Readiness and Disaster Management Workshops for Community and Public Libraries

  As contribution to the visibility of the NLSA in its role as leader in the LIS sector nationally and internationally, the NLSA Preservation and Conservation unit conducts ERDM workshops. These training events are mandated by the national Department of Sport, Arts and Culture (DSAC) Conditional Grant for improved staff capacity at public and community libraries, with the purpose of creating awareness and sharing appropriate skills, enabling library workers to preserve library and heritage material. The target groups for the ERDM for libraries training workshops are community and provincial library staff, as well as Archives, and Museums services workers.

  In 2024/2025 an even broader audience was reached in the Africa region for capacity building and skills development.

- ERDM – Mombasa, Kenya

  The NLSA, an agency of the Department of Sport, Arts, and Culture, in collaboration with the Technical University of Mombasa, Kenya, organized a two-day SCECSAL pre-conference workshop on Emergency Readiness and Disaster Management Workshop for libraries and archives as a strategic imperative for the African continent. The Pre-Conference took place in person hosted at the Technical University of Mombasa, Kenya from 20 and 21 April 2024. The workshop aimed to train professionals working in archives and libraries on emergency readiness and disaster management (ERDM) preparedness. The aim was to equip professionals with the necessary tools and knowledge for documental heritage protection paving the way for a more resilient and adaptive library and archival landscape, capable of weathering the storms of uncertainty with confidence and competence. Participation took place in an international conference style. This is one of the many initiatives meant for a close interrelation between the Africa Region through the support of the reputable experts in the field of documentary heritage preservation. The workshop drew participation from 38 enthusiastic individuals from libraries, archives, and library and information science schools from Kenya, Malawi, South Africa, Zambia and Zimbabwe.

- ERDM - Lesotho

  NLSA conducted a 2-day Emergency Readiness and Disaster Management (ERDM) training workshop in Maseru, Lesotho on 20th-21st August 2024. The workshop dates formed part of the pre-conference for the Kingdom of Lesotho's its bicentennial celebrations conference that took place on the 22-25 August 2024. Preservation and Conservation services unit under the Preservation and Conservation IFLA PAC Southern Africa Office hosted at NLSA conducts capacity building training workshops on conservation of the documentary heritage collection in the SADAC.

- Regional Training Programme on the Emergency Response on Documentary Heritage

  The (NLSA) as the IFLA Preservation and Conservation (PAC) Centre for the Southern Region, the British Library Endangered Archives Programme (EAP), and National University of Lesotho which acts as the EAP Hub for Africa , in collaboration with the, Cultural Emergency Response (CER), the International Council on Archive (ICA) and with the generous support of the Whiting Foundation organised a Regional Training Programme on the Emergency Response on Documentary Heritage: A Strategic Imperative for the African Continent at the National Library of South Africa, Pretoria Campus from 11-15 November 2024.

Galleries, Libraries , Archives, and Museums (GLAM) institutions house valuable primary documentary sources that chronicle the local and national social, political, and cultural history The idea was precipitated by various human and natural threats to African cultural and documentary heritage since South/East African region is home to a rich and diverse documentary heritage, encompassing galleries, libraries, archives, museum , manuscripts, and other historical materials that offer insights into the region's diverse heritage, from pre-colonial societies to colonial histories, struggles for independence, and contemporary developments.

PROGRAMME 3: PUBLIC ENGAGEMENT

The 2024/25 financial year was a transformative period for the Public Engagement Unit (PEU) of the National Library of South Africa (NLSA), which comprises the Centre for the Book (CFB) and Information Access Services (IAS). Together, these two sub-programmes form the backbone of the NLSA's mission to provide equitable access to knowledge, foster a culture of reading, and promote South Africa's rich documentary heritage.

The Public Engagement Unit is central to the institution's mission to promote equitable access to information, advance literacy, preserve South Africa's documentary heritage, and foster an informed and engaged society. Guided by the National Library of South Africa Act (Act No. 92 of 1998), the Unit functions as a conduit between the NLSA and the public, delivering strategic programmes that:

- Promote social cohesion, nation-building, and democratic participation;
- Expand literacy development and reading culture across diverse communities;
- Elevate the library's role in national and international discourse through partnerships, exhibitions, and research collaboration;
- Facilitate inclusive engagement, particularly in marginalised, rural, and youth-dense communities.

Through strategic outreach and innovative service delivery, the unit successfully deepened community engagement, strengthened national partnerships, and expanded access to both physical and digital collections. The IAS Programme continued to serve as the principal gateway to the NLSA's vast knowledge resources, ensuring inclusive access through reading rooms, online platforms, and improved user experience initiatives. Meanwhile, the Centre for the Book remained at the forefront of reading promotion and literacy development, especially in rural and under-resourced communities.

In the 2024/25 financial year, the Public Engagement Unit executed a range of initiatives under seven key strategic pillars, as detailed below.

1. Advancing Universal Access and Inclusive Information Dissemination

1.1 National Outreach and Exhibitions

The PEU hosted and participated in 15 high-impact national exhibitions, aligned with key commemorative events including Freedom Day, Youth Day, Women's Day, Mandela Month, Librarians' Day, and National Heritage Day. These exhibitions enabled the NLSA to showcase South Africa's documentary heritage and promote multilingual literacy, cultural pride, and intellectual freedom.

Selected Exhibition Highlights:

- Freedom Day (Pretoria, April 2024): Reprinted literary classics in Indigenous languages, celebrating literary freedom in a democratic South Africa.
- Youth Day (Polokwane, June 2024): Heritage-themed display commemorating youth activism.
- Librarians' Day (Pretoria, July 2024): Themed "The Ever-Evolving World of the Library", highlighting the profession's role in 30 years of democracy.
- Mandela Month (July 2024): Storytelling and legacy exhibitions at Nantes Primary School.
- National Book Week (University of Pretoria, September 2024): Hosted a collaborative Banned Books Exhibition, engaging youth and scholars in issues of censorship and access.

1.2 Community Outreach Programmes

The Unit executed over 20 strategic outreach initiatives, reaching more than 2,000 individuals through interactive learning, literacy programming, and Indigenous knowledge preservation.

Key Outreach Activities:

- Book Value Chain Workshop (Limpopo): In collaboration with the T.P. Magaisa Foundation, promoting literary entrepreneurship.
- Inclusive Book Clubs (KwaZulu-Natal and Makhanda): Designed for general and visually impaired readers.
- CSIR Science Expo Participation (Pretoria): Reached 300 youth, positioning libraries as knowledge hubs.
- Disability Rights Awareness Month (Tafelkop, Limpopo): Literacy-focused engagement with over 100 guests, including persons with disabilities.

1.3 Inclusive Programming Focus

Approximately 85% of the PEU's programming directly benefited youth, persons with disabilities, and rural communities.

Flagship Inclusive Projects:

- Funda Mzantsi Championship: Partnered with the Department of Correctional Services, engaging 4,000 inmates in national reading competitions.
- Community Publishing Programme: With the University of the Free State, supported Indigenous language authors, some of whom achieved national literary awards, a total of 13 books were published.
- Sesotho Children's Book Catalogue: Developed in partnership with UNISA and PUKU, this catalogue assists national library acquisitions in children's literature.

2. Strengthening International Partnerships and Cultural Diplomacy

2.1 Cultural Engagements and Exchanges

The PEU coordinated cultural collaborations with 2 international embassies and consulates, including book donations and literary events. These engagements positioned the NLSA as a vital player in cultural diplomacy and international knowledge exchange.

Notable Initiative:

- Taiwan Corner Launch: A cultural resource space established at the NLSA, enhancing East Asian-African literary exchange.

2.2 International Delegations and Memoranda of Understanding

- Hosted 5 official international delegations, including the British Library, fostering future collaboration on archival and bibliographic projects.

3. Research Support and Knowledge Production

3.1 Academic and Research Access

The Unit provided research access to international scholars from Norway, Germany, Italy, Poland, the Netherlands, USA, and the UK, as well as postgraduate researchers from UCT, UJ, UWC, TUT, Wits, and Stellenbosch University.

3.2 Capacity Building and Experiential Learning

- University of Zululand (Aug 2024): Hosted departmental presentations and library orientation.
- University of Limpopo (Aug 2024): Four students completed a 1-month Work-Integrated Learning (WIL) internship.
- UNISA (Aug 2024): Facilitated training in information literacy and research methodology.

3.3 Interlibrary Loan and Resource Sharing

- Hosted a national webinar on interlibrary systems (November 2024) focused on WorldShare ILL and Tipasa, attended by SAIS member libraries.

3.4 Scholarly Output

- Published two peer-reviewed issues of the NLSA Bulletin, featuring research on heritage and access.

- Staff contributed to national symposia and journals, including a scholarly presentation on the Banned Book Exhibition at the University of Pretoria

4. Literacy Promotion and Information Access Expansion

4.1 Student and Educator Engagements

Engagements with academic cohorts offered curated access to the NLSA's Indigenous language and archival collections.

Notable Institutions:

- UCT (Centre for African Studies): Introduced students to Indigenous collections and vernacular archives.
- UWC and Stellenbosch (Honours Classes): Provided curated tours and academic support.
- City Varsity (Media Studies): Engaged in discussions on digitisation and copyright.

4.2 Public Library Collaborations

- Kulani Public Library (Khayelitsha): Jointly hosted Library Week with five high schools.
- Wesfleur Public Library (Atlantis): Delivered a session on mother-tongue publishing.
- Moses Mabhida Library (KZN): Conducted book club and information literacy sessions with the community.

5. Student Librarian Development and Work-Integrated Learning

5.1 Skills Development and Training

- Trained over 100 student librarians across six NLSA departments in 2024.
- Conducted six in-house training workshops on digitisation, metadata, outreach, and archival practices.
- Coordinated structured mentorship for over 50 WIL students, enhancing LIS-sector workforce readiness.

5.2 Institutional Partnerships

Maintained active student librarian development partnerships with:

- University of Cape Town
- University of the Western Cape
- University of Zululand
- University of Limpopo
- UNISA
- University of the Free State
- North-West University

6. National Democracy Commemoration Exhibition: Celebrating 30 Years of Democracy

Theme: "We Could All Use a Little G.L.A.M." (Galleries, Libraries, Archives, Museums)

In commemoration of South Africa's 30 years of democracy, the Public Engagement Unit (PEU), in partnership with Iziko Museums of South Africa and the Thabo Mbeki Foundation, co-curated a landmark exhibition launched on 6 December 2024. Titled "We Could All Use a Little G.L.A.M.", the exhibition reflected on the pivotal role of Galleries, Libraries, Archives, and Museums (GLAM) in shaping and sustaining democratic values in post-apartheid South Africa.

Exhibition Themes and Impact:

- Democratic Memory and Civic Identity: Showcased how GLAM institutions serve as custodians of collective memory, contributing to national healing, identity formation, and civic engagement.
- Preservation in the Digital Age: Highlighted the urgent challenge that over 80% of African knowledge remains undigitised, posing risks to digital equity, Artificial Intelligence development, and global knowledge systems.
- Call to Action: Advocated for increased investment in GLAM institutions to ensure their continued relevance and accessibility in an evolving digital society.

The exhibition created a space for reflection, dialogue, and knowledge-sharing—emphasising that democracy is not only built through political institutions, but also through cultural and knowledge-based institutions that preserve the past, inform the present, and shape the future.

7. Reading Promotion and Book Club Development

- Engaged over 3,000 citizens in national reading initiatives aligned with the Department of Sport, Arts and Culture's reading promotion priorities.
- Supported 10 active community book clubs through mentorship, donations, and training.

The Public Engagement Unit continues to play a transformational role within the National Library of South Africa by advancing literacy, democratic access, and cultural empowerment. Through a strategic blend of outreach, exhibitions, scholarly collaboration, and international partnerships, the Unit enhances the NLSA's public value and contributes meaningfully to the national development agenda.

ANNUAL PERFORMANCE INFORMATION BY PROGRAMME: 2024/2025

1. PROGRAMME 01: ADMINISTRATION

Outcome	Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement 2024/2025	Reasons for deviations
Improved level of corporate governance and well governed institution	Implemented revenue and Fundraising strategy	% Revenue generation or sponsorship strategy implemented Revised: Rand value of revenue generated or sponsorship received through implementation of the strategy	35.3%	R5 016 000	R3 090 000.00	R4 111 272	+R1 021 272	The target was achieved and exceeded as a result of more than expected dividends declared from SABINET investment.
Increased assets life span through preventative management and maintenance of NLSA facilities	Approved maintenance plan implemented	% Of planned maintenance projects completed	83.74%	98%	100%	82.35	-17.65	Four maintenance activities in Q1 and Q3 were not completed in the respective quarters due to the delayed appointment of the Facilities Management service provider. While all maintenance activities were completed in Q4 and the NLSA's major systems are operational, the annual target could not be met due to the 4 incomplete maintenance activities in Q1 and 3.

Outcome	Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement 2024/2025	Reasons for deviations
Technologic-ally advanced institution maintained through modern increased reliability and availability of ICT services and systems to staff, clients and stakeholders	Modernised, reliable and available ICT services and equipment	% Availability of network systems	96%	98%	97%	99.5%	+1.5%	The continuous effective monitoring of the NLSA's systems ensured that no down time was experienced.
	Modernised ICT services and equipment through implementation of the ICT strategy	% Implementation of ICT strategy	66%	60%	100%	71%	-29%	Of the seven projects in the ICT strategy's implementation plan, two projects were not completed at the end of Q4 – the technology roadmap, while it was developed, needs to be included in the ICT strategy for 2025 to 2030; the mobile application could not be completed due to the lack of necessary programming skills required. The professional services were sourced and the application will be completed in the new financial year.
Improved visibility and well informed clients and stakeholders	NLSA brand visibility interventions, activities and stakeholder engagements implemented	Number of NLSA brand visibility interventions, activities and stakeholder engagements implemented as per the Communications Implementation Plan	17	19	21	21	N/A	N/A
Effective HR management processes, practice development, implemented and maintained	Approved HR strategy implemented	% of Approved HR Strategy implemented as per the HR Implementation Plan	55%	100%	100%	80%	-20%	Change process and employee engagement plan not completed due to a delay in appointment of a Change Management Specialist. The RFQ for the Change Management Specialist was advertised on 14 January 2025 which was not responsive. The RFQ was readvertised on 17 March 2025 and is being finalised by end of the financial year.

2. PROGRAMME: BUSINESS DEVELOPMENT

Outcome	Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement 2024/2025	Reasons for deviations
Updated and complete register of the national documentary heritage collection	Compliance with Legal Deposit Act	Number of publications collected and recorded through Legal Deposit	35 571	31 675	27 500	34 206	+6 706	The annual target was exceeded due to more items deposited more than anticipated owing to the Legal Deposit awareness programmes across the country.
		Number of initiatives held to promote Legal Deposit of monograph and serial publications	16	18	16	17	+1	The target was exceeded due to the NLSA stakeholders requesting an additional initiative.
Updated and complete register of the national documentary heritage collection	Preserved and conserved documentary heritage collection	Number of items repaired and bound	6 055	6 336	10 368	3 000	-7 368	There was a delay in the delivery of the specialised stationery from overseas. The only staff member specializing in Conservation at our Cape Town Campus resigned in December 2024. The Staff that is trained to work in Conservation is not yet acquainted with the work. Focus is on quality of the work done with some adjustment on the items to be repaired and bound under the period under review.
		Number of items de-acidified	9 351	9 047	9 500	11 945	+2 445	The target was exceeded due to the support of personnel from another department, who was able to introduce measures to improve productivity
	Improved digital access to the documentary heritage collection	Number of heritage items digitised	56 179	49 152	48 000	50 212	+2 212	The target was exceeded due to the support of personnel from another department, who was able to introduce measures to improve productivity

Outcome	Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement 2024/2025	Reasons for deviations
Research, innovation and knowledge management	Increased visibility of the NLSA, research output and new knowledge sharing	Number of articles, papers and posters presented and/ or published	18	14	12	16	+4	The target was exceeded due to invitations from the stakeholders to participate and present papers on their events.
	Capacitated Research and Innovation Unit	Number of editions of the NLSA's accredited journal published	2	2	2	2	N/A	N/A
		Number of capacity development sessions in the LIS sector	17	22	16	16	N/A	N/A

3. PROGRAMME: PUBLIC ENGAGEMENT

Outcome	Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement 2024/2025	Reasons for deviations
Increased level of knowledge through accessing the documentary heritage collection	Increased levels of reading, writing and publishing in all official languages	Number of reading promotion campaigns organised nationally	15	20	11	22	+11	The target was exceeded due to the partnerships forged during the course of the year and requests from stakeholders. Participation in the additional initiatives did not incur any additional financial implications for the NLSA.
		Number of Book Club support Workshops conducted.	11	10	4	5	+1	The target was exceeded due to the additional invitation from the stakeholder to conduct Book Club establishment workshop.
	Inter-lending Guides	Number of Library Guides distributed to library users and the South African Inter-landing Scheme (SAIS)	6	6	8	8	N/A	N/A
	Information resources retrieved and accessed	Number of electronic and physical items retrieved and accessed	204 093	151 225	150 000	150 008	+8	The target was exceeded due to increased visibility of NLSA services resulting from awareness campaigns.

Part **C**

Governance

ABOUT THE NATIONAL LIBRARY OF SOUTH AFRICA'S CORPORATE GOVERNANCE

The NLSA Board of Directors provides strategic oversight in terms of Section 4(1), read with 4(3) of the NLSA Act 82 of 1998 to ensure that the NLSA fulfills its organisational objectives through adoption and implementation of leading governance principles. The NLSA Board's governance is premised on transparency, accountability, responsiveness, openness and, more importantly, within the principles of ethical leadership conferred to the Board in terms of enabling legislation and public policy. The Board provides strategic oversight and ensures that the entity is both operationally sound and financially stable.

Furthermore, the Board ensures that all services are delivered in accordance with legislative requirements, regulatory compliance, and best governance practices, thereby promoting accountable leadership within the NLSA. Management remains accountable to the Executive Authority through quarterly Management meetings mandated by the Board and Committee Charters. Moreover, the entity discharges its responsibilities assigned to it in terms of enabling statute, policies, rules, regulations and public policy prescripts. The NLSA diligently fulfils its responsibilities in accordance with its enabling legislation, applicable policies, rules, regulations, and public policy prescripts. During the year under review, the Board effectively discharged its duties as set out in the NLSA Act. The Board's commitment to sound corporate governance was particularly evident through its application of the principles of the King IV Report. This included a strong emphasis on ethical leadership, integrated thinking, and integrated reporting, which collectively enhanced the organisation's governance framework during the reporting period.

THE NLSA'S PHILOSOPHY OF BOARD AND ITS SUB-COMMITTEES

The Board operates effectively through its sub-committees, which report to the Board on a quarterly basis. To enhance efficiency and strengthen governance practices, the Board undertook a review of its committee structure during the reporting period. As of 30 January 2025, the Research and Knowledge Management Committee (RKMC) was restructured and renamed the Core Programmes and Finance Committee (CPFC). This newly constituted committee now oversees the implementation of Core Programmes as outlined in the NLSA Act and financial oversight. Furthermore, the Human Resource and Remuneration Committee (HRREMCO) was consolidated with the Social and Ethics Committee, forming the Human Resource, Remuneration, and Social and Ethics Committee (HRREMCO & SEC). This integration ensures a more streamlined and holistic approach to matters relating to human capital, ethics, transformation, and corporate social responsibility.

The current sub-committees of the Board are:

- Human Resource, Remuneration, and Social and Ethics Committee (HRREMCO & SEC) – Oversees all human capital matters, remuneration policies, ethics, transformation, and social responsibility initiatives.
- Core Programmes and Finance Committee (CPFC) – Provides strategic oversight on the implementation of Core Programmes in line with the NLSA Act and is responsible for financial governance,
- Audit, Risk and Performance Committee (ARPC) – Operates independently to ensure that the NLSA's assets are safeguarded, control systems are effective, and that the organisation complies with all applicable legal and regulatory requirements. The committee also oversees ICT governance to support the NLSA's strategic objectives.

Portfolio Committee

The National Library of South Africa during the reporting financial year, the Board of Directors did not appear before the relevant Parliamentary Portfolio Committee.

Executive Authority

In a quarterly basis the NLSA submit reports to the Executive Authority that the Board of the NLSA has approved.

The NLSA's Accounting Authority

The NLSA's accounting authority is vested in its Board of Directors, as appointed by the Minister of Sport, Arts and Culture for a five-year three-year fixed term. The duties and responsibilities of the NLSA Board are encompassed in the enabling legislation being the NLSA Act, No. 82 of 1998. In summary, the responsibilities of the Board are listed as follows:

- Provide oversight for all activities that advance the NLSA's effectiveness and sustainability.
- Ensure prudent use of all assets, including facilities and human resources.
- Ensure that the NLSA obeys applicable laws and follows ethical practices.
- Develop annual performance plans as per strategic positions undertaken.
- Approve policies in the best interests of the NLSA with due regard to the interests of stakeholders, laws, and public policy directives.
- Approve and monitor the budget.
- Ensure sound financial management by the Executive.

The Board and Committee Charters

The Board and its Committees are strictly governed by its charters developed and reviewed annually or as-and-when legislative changes, or legislative alignment, arise. These Charters are aligned with the King Reports on Corporate Governance. The Charters stipulate meeting procedures, the Board secretary's role, remuneration of Board members and the establishment of Sub-committees. The Charters clearly define meeting procedures, the role of the Board Secretary, the remuneration framework for Board members, and the establishment and functioning of sub-committees. Furthermore, the Charters serve as strategic guides for the Board and its Committees, outlining responsibilities and areas of focus, including—though not limited to—the annual evaluations of the Board and its Committees.

Board Sub-Committees

The Board's Sub-Committees play a critical role in ensuring that the Board fulfils its duties and functions effectively, without abdicating its overarching responsibilities. Committee membership is determined based on the specific skills and expertise required for each Committee's mandate. Each Committee is chaired by a designated Chairperson, who is responsible for preparing detailed reports and recommendations for consideration by the Board at its quarterly meetings. These Committee reports enable the Board to make informed decisions that are aligned with the organisation's strategic objectives and governance obligations.

The Book of Common Prayer, and Administration of the Sacraments and Other Rites and Ceremonies of the Church of England, 1633 [Grey Collection]

BOARD **INFORMATION**

Mr. Bernado Maralack
Chairperson

Ms Preetha Dabideen
Board Member

Ms. Rochelle Daniels
Board Member

Mr. Matsebe Phasha
Board Member

Adv. Lavan Gopaul
Board Member

Mr. Siyabonga Masuku
Board Member

Mr. Andries Smith
Board Member

Mr. Thilivhali Ramawa
Board Member

Ms. Julia Norrish
Board Member

The National Library of South Africa (NLSA) was governed during the reporting period by two Boards due to the expiry of the previous Board's term and the subsequent appointment of a new Board. Details of both are set out below.

1. OUTGOING BOARD

BOARD INFORMATION								
NAME	**DESIGNATION**	**DATE OF APPOINTMENT**	**DATE RESIGNED**	**QUALIFICATIONS**	**AREA OF EXPERTISE**	**BOARD DIRECTORSHIP**	**OTHER COMMITTEES**	**NO. OF MEETINGS ATTENDED**
Dr Refiloe Mabaso	Chairperson	01 October 2021	N/A	- PhD in Information Science - Master's in business administration - Postgraduate Diploma in Knowledge & Information Systems - Postgraduate Certificate in Knowledge Management - B Tech. Library and Information Studies	- Library Management - Knowledge Management - Information Governance - Data and Information Management	- Chairperson of the Board: Kitso Lesedi (Non-Government Organisation) - Chairperson of Knowledge Management South Africa – KMSA (Professional Association) - Council member of National Heritage Council of South Africa (Department of Sport, Arts and Culture) - Interim Chairperson of Committee on Data of the International Science Council National Research Council - Board member of Knowledge Management Global Network (Professional Association)	N/A	6/6
Dr/Adv Mphalane Makhura	Member	06 March 2023	N/A	- PhD in Information Science - Bachelor of Law (LLB)		- Council member: National Council of Libraries and Information Services (NCLIS), - Council member: Limpopo Advisory Council on Library and Information Services	Chairperson: SABS Technical Committee (TC) 46	6/6

BOARD INFORMATION								
NAME	DESIGNATION	DATE OF APPOINTMENT	DATE RESIGNED	QUALIFICATIONS	AREA OF EXPERTISE	BOARD DIRECTORSHIP	OTHER COMMITTEES	NO. OF MEETINGS ATTENDED
Mr Thilivhali Ramawa	Member	01 October 2021	N/A	- B Comm (Accounting) - PGD in Accounting (CTA)	Financial Management, Risk Management, Auditing, Governance, Consulting	N/A	- Audit Committee Member: City of Johannesburg Metropolitan Municipality - Audit Committee Member: Companie Tribunal - Risk Management Committee Chairperson: Polokwane Municipality	5/6
Ms Khanyisiwe Dubazana	Member	01 October 2021	N/A	- Master of Education Degree - Further Diploma in Education Management - BEd HonoursBEd Degree	Librarianship and Education	- South African Library for the Blind (SALB)	N/A	6/6
Ms Thembisa Jimana	Member	01 October 2021	N/A	- PGD in Business Management - BTech Internal Auditing - ND in Internal Auditing	Governance, Audit and Risk	- National Museum of South Africa - South African Council for Social Service Profession	N/A	6/6
Dr Sethole Legoabe	Member	28 July 2023	N/A	- Doctoria Technologiae (D. Tech) Business Administration - MBA - Post Graduate Diploma in Management - LLB	- Corporate Governance - Research	- Compensation Fund - South African National Biodiversity Institute (SANBI) - Chairperson Higher Education Transformation Network (NPO)	- Remunerations Committee (REMCO) - Companies Tribunal - ARC, Education & CPD Committees – ECSA - Audit & Risk Committee - HPCSA - HR REMCO & ARC - SANBI	6/6

BOARD INFORMATION								
NAME	**DESIGNATION**	**DATE OF APPOINTMENT**	**DATE RESIGNED**	**QUALIFICATIONS**	**AREA OF EXPERTISE**	**BOARD DIRECTORSHIP**	**OTHER COMMITTEES**	**NO. OF MEETINGS ATTENDED**
Mr Lufuno Nematswerani	Member	28 July 2023	N/A	- PHD Currently studying Doctor of Philosophy in management sciences (Human Resources) - MBA - Honours Degree in Human Resources Development - Post Graduate Diploma in Management - Degree BCur Degree	Human Capital and Corporate Services	- South African Dental Technicians Council- Council member and Member of Audit Committee	- Onderstepoort Biological Products - Chairperson of Human Resources and Ethics Committee - Gauteng Film Commission- Chairperson of the Human Resources Committee - South African Dental Technicians Council- Council member and Member of Audit Committee	6/6
Adv Mxolisi Zulu	Member	28 February 2024	N/A	- LLB - Certificate in Legislative Drafting	- Corporate Governance	- Council of the National Museum	- Audit and Risk Committees at the Council of the National Museum	6/6
Ms Mapule Moswane	Member	28 February 2024	N/A	- MBA - Master of Philosophy - MA in Development & Public Management - BA Hons in Language Practice - BA Hons in Translation	- Language Practitioner	The Heraldry Council and Committee	N/A	6/6
Mr Lesetja Monama	ARPC Chairperson	1 April 2021	N/A	- Chartered Accountant (SA), RA	External and Internal Auditing, Financial Reporting, Financial Accounting, Governance	N/A	South African State Theatre (SAST), South African Cities Network (SACN), Construction Industry Development Agency (CIDB);(ALL ARCs)	5/6

Board Meeting Attendance

BOARD									
Dr Refiloe Mabaso (Chair)	Dr/Adv Mphalane Makhura	Mr Thilivhali Ramawa	Ms Khanyisiwe Dubazana	Ms Thembisa Jimana	Dr Sethole Legoabe	Mr Lufuno Nematswerani	Adv Mxolisi Zulu	Ms Mapule Moswane	Mr Lesetja Monama (ARPC Chair)
6/6	6/6	5/6	6/6	6/6	6/6	6/6	6/6	6/6	5/6

Outgoing Board Committees

BOARD COMMITTEES			
COMMITTEE	**NUMBER OF MEETINGS HELD**	**NUMBER OF MEMBERS**	**NAME OF MEMBERS**
RKMC	2	5	Ms Khanyisiwe Dubazana (Chairperson)
			Dr. Adv Mphalane Makhura
			Mr Thilivhali Ramawa
			Ms Mapule Moswane
			Dr Sethole Legoabe
			Dr Refiloe Mabaso (Ex-Officio)
HR&REMCO	2	3	Mr Lufuno Nematswerani (Chairperson – Current)
			Ms Thembisa Jimana
			Dr Sethole Legoabe
			Dr Refiloe Mabaso (Ex-Officio)
SEC	3	3	Ms Thembisa Jimana (Chairperson)
			Ms Khanyisiwe Dubazana
			Dr. Adv Mphalane Makhura
			Dr Refiloe Mabaso (Ex-Officio)
ARPC	3	5	Mr Lesetja Monama (Chairperson)
			Dr Tebogo Sethibe
			Ms Annelise Cilliers
			Mr Lamlani Dube
			Adv. Mxolisi Zulu

Outgoing Committees Meeting Attendance

Research and Knowledge Management Committee					
Ms Khanyisiwe Dubazana (Chairperson)	**Dr Sethole Legoabe**	**Mr Archibald Mamawa**	**Dr. Adv. Mphalane Makhura**	**Ms Mapule Moswane**	**Dr Refiloe Mabaso (Ex-Officio)**
2/2	2/2	2/2	2/2	2/2	2/2

Human Resources and Remuneration Committee			
Mr Lufuno Nematswerani (Chairperson)	**Dr Sethole Legoabe**	**Ms Thembisa Jimana**	**Dr Refiloe Mabaso (Ex-Officio)**
0/2	2/2	2/2	1/2

Social & Ethics Committee			
Ms Thembisa Jimana (Chairperson)	**Ms Khanyisiwe Dubazana**	**Dr. Adv Mphalane Makhura**	**Dr Refiloe Mabaso (Ex-Officio)**
3/3	3/3	3/3	3/3

Audit, Risk and Performance Committee				
Mr Lesetja Monama (Chairperson)	**Ms Annelise Cilliers**	**Mr Lamlani Dube**	**Dr Tebogo Sethibe**	**Adv. Mxolisi Zulu (Board Member)**
2/3	2/3	3/3	0/3	3/3

Board Transitions During the Reporting Period

The following members were appointed and are currently serving on the Board, effective 01 October 2024:

NAME	DESIGNATION	DATE OF APPOINTMENT	DATE RESIGNED	QUALIFICATIONS	AREA OF EXPERTISE	BOARD DIRECTORSHIP	OTHER COMMITTEES	NO. Of Meetings Attended
Mr. Bernado Maralack	Board Chairperson (From 31 January 2025)	01 October 2024	N/A	- Masters Degree in Mercantile Law (MPHIL) - Masters Degree in Business Administration (MBA) - Masters Degree in Science &Technology Studies(MPHIL) - Diploma in Local Government Management	Governance , Organisation Management	- Gardier Security Services - Procon Facilities Management	N/A	9/9
Adv. Lavan Gopaul	Member	01 October 2024	N/A	- Master of Public Administration (Economics & Finance) - Masters of Law (Banking & Finance law) - Bachelors of Law (LLB) - Bachelor of Commerce (B.Comm)	- Finance and Economics, - Governance - Leadership - Legal	- Umgeni Water - Harvard University SA Alumini Assoc. - Animation SA - Merchant Afrika - Federated Merchant - Merchant Kapital - Global SA Business Chamber	N/A	9/9
Mr Thilivhali Ramawa	Member	01 October 2024	N/A	- B.Comm (Accounting) - PGD in Account. (CTA) - Chartered Accountant	Financial Management, Risk Management, Auditing, Governance and Consulting	N/A	- Audit Committee Member: City of Johannesburg - Audit Committee Member - Risk Management Committee Chairperson: Polokwane Municipality	7/9
Mr Siyabonga Masuku	Member	01 October 2024	N/A	- Graphic Design	Graphic Design, Visual publishing, Writer & Illustrator, Researcher	- IBBY SA - Siyafunda Online	Vice Chairperson and Funding: IBBY South Africa	9/9

NAME	DESIGNATION	DATE OF APPOINTMENT	DATE RESIGNED	QUALIFICATIONS	AREA OF EXPERTISE	BOARD DIRECTORSHIP	OTHER COMMITTEES	NO. Of Meetings Attended
Ms Julia Norrish	Member	01 October 2024	N/A	- Honours Degree in English Language and Literature - Bachelor's Degree in English and Literature	Literature and language	- NASCEE - Book Dash	N/A	9/9
Ms Rochelle Daniels	Member	01 October 2024	31 March 2025	- National Diploma Education: Commerce	Education	N/A	31 March 2025	4/9
Mr Matsebe Phasha	Member	01 October 2024	N/A	- Masters in Business Administration - Bachelor of Commerce Honours in Information Systems - B.Comm (General)	- Project Management - Information Systems and Financial Management	N/A	- Limpopo Human Resource Development Council-Councilor: Limpopo Human Resource Development Council - BBBEE IT Sector Council, Member: Finance - Chairperson : Strategic, Government and Risk, Member: Communication and stakeholder Engagement - Lepelle Northern Water: Chairperson of Audit and Risk; Member: HR and Remuneration	7/9
Mr. Andries Smith (Stepped down as Chairperson of the Board on 31 January 2025)	Member	01 October 2024	NA	- Bachelor of Laws (LLB) - Labour Law	Governance Legal	N/A	REMCO-SEC Committee Member: Joburg Market SOC - Social and Ethics Committee Member: Johannesburg Social Housing Company	6/9

NAME	DESIGNATION	DATE OF APPOINTMENT	DATE RESIGNED	QUALIFICATIONS	AREA OF EXPERTISE	BOARD DIRECTORSHIP	OTHER COMMITTEES	NO. Of Meetings Attended
Ms Preetha Dabideen	Member	01 October 2024		- Advanced Diploma in Insolvency Litigation - Business Rescue in Compliance with Companies Act - Advanced Commercial Law - AIPSA Diploma in Insolvency Law - Bachelor of Procurations	Legal expertise	Dabideen Attorneys	Deputy Chairperson and member of Audit Committee and Chairperson of Human Resources and Remuneration Committee	9/9

Board Meeting Attendance

Mr. Bernado Maralack (Chair)	Ms. Preetha Dabideen	Mr Thilivhali Ramawa	Mr. Siyabonga Masuku	Adv. Lavan Gopaul	Mr. Andries Smith	Mr. Matsebe Phasha	Ms. Julia Norrish	Ms. Rochelle Daniels
9/9	9/9	7/9	9/9	9/9	6/9	7/9	9/9	4/9

Board Committees

BOARD COMMITTEES			
COMMITTEE	**NUMBER OF MEETINGS HELD**	**NUMBER OF MEMBERS**	**NAME OF MEMBERS**
Core Programmes & Finance Committee	2	4	Mr. Bernado Maralack (Chairperson) until 30 January 2025
			Mr. Siyabonga Masuku (Chairperson) from 02 February 2025
			Mr Thilivhali Ramawa
			Mr. Matsebe Phasha
			Ms. Julia Norrish
HRREMCO & SEC	2	4	Ms. Preetha (Chairperson)
			Mr. Andries Smith (Member from 02 February 2025)
			Adv. Lavan Gopaul
			Mr. Siyabonga Masuku (Member until 01 February 2025)
			Ms. Rochelle Daniels (Resignation as at 31 March 2025)

ARPC	2	5	Ms. Sharifa Chenia (Independent Chairperson)
			Mr. Lamlani Dube (Independent Member)
			Mr. Ashley Latchu (Independent Member)
			Mr. Thilivhali Ramawa (Board Member)
			Adv. Lavan Gopal (Board Member)

Committees Meeting Attendance

Core Programmes & Finance Committee					
Mr. Bernado Maralack	**Mr. Siyabonga Masuku**	**Mr. Thilivhali Ramawa**	**Ms. Julia Norrish**	**Mr. Matsebe Phasha**	
2/2	0/2	1/2	2/2	2/2	

Human Resources, Remuneration, Social & Ethics Committee				
Ms. Preetha Dabideen (Chairperson)	**Mr. Siyabonga Masuku**	**Adv. Lavan Gopaul**	**Mr. Andries Smith**	**Ms. Rochelle Daniels**
2/2	2/2	2/2	0/2	1/2

Audit, Risk and Performance Committee				
Ms. Sharifa Chenia (Chairperson)	**Mr. Lamlani Dube**	**Mr. Ashley Latchu**	**Mr. Thilivhali Ramawa**	**Adv. Lavan Gopaul**
3/3	2/3	3/3	2/3	3/3

Remuneration of Board Members

Preparation and attendance fees payable to Board members are determined by the Minister of Sport, Arts and Culture as promoted by the National Treasury. Employees of National, Provincial and Local Government, or agencies and entities of government, are not entitled to additional remuneration. The staff of the NLSA are not entitled to additional remuneration for participation in the Board and or Board Sub-Committee meetings.

The remuneration of Board members is stipulated in Section 27(3) A of the National Treasury scales classified in the Gazette. However, the rates for independent Audit and Risk Committee members differ from those of other Committee members and/or the Board. The preparation and sitting fees are paid to all members unless no preparation work was required and/or conducted for a meeting.

Remuneration of Board and Sub-Committee members is outlined in Note 35.2.3 of the Annual Financial Statement.

Audit, Risk and Performance Committee (ARPC)

The Audit, Risk and Performance Committee (ARPC) is comprised of five (5) members, four (4) of whom are independent members in line with good governance practices, and one (1) member delegated by the Board of the NLSA. The Committee convenes at least four (4) times per annum in accordance with its approved Terms of Reference, with additional special meetings held when necessary. During the financial year under review, the outgoing ARPC held two (2) ordinary meetings and one (1) special meeting. The table below sets out the names, qualifications, and attendance of the outgoing ARPC members, whose terms of office concluded on 30 September 2024.

Table: Outgoing ARPC Independent Members (Term Ended 30 September 2024)

Name	Qualification	Internal or External	If Internal, Position	Date of Appointment	Date of Resignation	No. of Meetings attended
Mr. L Monama	Chartered Accounted (SA), RA	External	N/A	01 April 2021	N/A	2/3
Ms. A. Cilliers	Chartered Accounted (SA),	External	N/A	01 April 2021	N/A	2/3
Dr. T. Sethibe	Doctor of Business Leadership (DBL)	External	N/A	01 April 2021	N/A	0/3
Mr. L. Dube	Masters Degree in Business Leadership (MBL) B.Com (Hons) Internal Auditing B. Tech Degree Internal Auditing National Diploma in Internal Auditing	External	N/A	15 January 2024	N/A	3/3
Ms. M. Motholesi	Degree: B.Com Accounting Honours: B.Com Auditing	Internal	Manager: Internal Audit	01 August 2023	N/A	3/3

Table: Current ARPC Independent Members

Name	Qualification	Internal or External	If Internal, Position	Date of Appointment	Date of Resignation	No. of Meetings attended
Ms Sharifa Chenia	B.Comm (Financial Accounting , Auditing , Taxation , Management Account) Bcompt Honours (Financial Accounting , Auditing , Taxation , Management) Chartered Accounting -CA(SA)	External	N/A	16 January 2025	N/A	3/3

Mr. Ashley Latchu	PhD Degree Msc Degree Honours Degree BSC IT Management Degree Degree in Financial Accounting & Internal Auditing (on hold) Diploma in Networking	External	N/A	16 January 2025	N/A	3/3
Mr. L. Dube	Masters Degree in Business Leadership (MBL) B.Com (Hons) Internal Auditing B. Tech Degree Internal Auditing National Diploma in Internal Auditing	External	N/A	15 January 2024	N/A	2/3
Ms. M. Motlhelesi	Degree: B.Com Accounting Honours: B.Com Auditing	Internal	Manager: Internal Audit	01 August 2023	N/A	3/3

Support Sub-Committees to the ARPC

To strengthen governance and enhance the organisation's risk management and ICT oversight, the ARPC is supported by two (2) sub-committees:

- Risk Management Committee
- ICT Steering Committee

Both sub-committees are chaired by independent members and comprise members of the NLSA Executive Management. This structural initiative reflects the NLSA's commitment to robust governance practices, taking organisational risk seriously, and maintaining focused oversight on ICT-related matters. These sub-committees convene quarterly, prior to the scheduled ARPC meetings. The independent chairpersons are required to prepare formal reports on their sub-committees' deliberations and submit these to the ARPC for consideration during its quarterly meetings.

Risk Management Committee: Independent Member Profile

Name	External/ Internal	Role	Qualifications	Date of Appointment	Number of meetings attended
Mr. L. Dube	External	Independent Chairperson	Masters Degree in Business Leadership (MBL) B.Com (Hons) Internal Auditing B. Tech Degree Internal Auditing National Diploma in Internal Auditing	30 May 2024	3/3

ICT Steering Committee: Independent Member Profile

Name	External/ Internal	Role	Qualifications	Date of Appointment	Number of meetings attended
Mr Sandile Ndaba	External	Independent Chairperson	Bachelor of Science Diploma in Datametrics (Information Systems) Post-Graduate Diploma in Business Management Master of Business Leadership (MBL) Master of Commerce (Information Systems)	17 February 2025	2/2

Outgoing Board Members Remuneration

Names	Member's Fees	Other Benefits Received	Other reimbursements	Total
Dr Refileo Mabaso (Board Chairperson)	R61 119	R'000	R'000	R61 119
Ms Thembisa Jimana	R35 661	R'000	R'000	R35 661
Adv Mxolisi Zulu	R24 249	R'000	R'000	R24 249
Mr Lesetja Monama	R16 678	R'000	R'000	R16 678
Dr/Adv Mphalane Makhura	R25 788	R'000	R'000	R25 788
Dr Sethole Legoabe	R28 856	R'000	R'000	R28 856
Ms Khanyisiwe Dubazana	R41 558	R'000	R'000	R41 558
Ms Annelise Cilliers	R12 639	R'000	R'000	R12 639
Ms Mapule Moswane	R22 409	R'000	R'000	R22 409
Mr Thilivhali Ramawa	R17 497	R'000	R'000	R17 497
ARPC – Independent Members			R'000	
Mr. L Monama	R16 678	R'000	R'000	R16 678
Ms. A. Cilliers	R12 639	R'000	R'000	R12 639
Dr. T. Sethibe	R'000	R'000	R'000	R'000
Mr. L. Dube	R6 150	R'000	R'000	R6150

Current Board Members Remuneration

Names	Member's Fees	Other Benefits Received	Other re-imbursements	Total
Mr. Bernado Maralack	R69 777	R1800	R0'00	R71 577
Ms. Preetha Dabideen	R70 853	R1800	R0'00	R72 653
Mr. Siyabonga Masuku	R52 788	R1800	R0'00	R54 588
Mr. Andries Smith	R37 949	R1800	R3 920	R43 669
Ms. Julia Norrish	R33 764	R1800	R900	R36 464
Mr. Thilivhali Ramawa	R45 729	R600	R2 420	R48 749
Mr. Matsebe Phasha	R40 203	R1800	R10 210	R52 213
Adv. Lavan Gopaul	R64 129	R1800	R0'00	R65 929
Ms. Rochelle Daniels	R18 420	R1800	R0'00	R20 220
ARPC – Independent Members				
Ms. Sharifa Chenia	R38 934	R1800	R0'00	R40 734
Mr. Lamlani Dube	R5 055	R0	R0'00	R5 055
Mr. Ashely Latchu	R10 521	R1800	R0'00	R12 321
Risk Management Chairperson				
Mr. Lamlani Dube	R8 340	R0'00	R0'00	R8 340
ICT Steering Committee Chairperson				
Mr. Sandile Ndaba **(appointed in 2024/25 but first meeting was in 2025/26)**	R0'00	R0'00	R0'00	R0'00

RISK MANAGEMENT

The National Library of South Africa (NLSA) has implemented a formally approved Risk Management Policy and Strategy, aligned with the Public Finance Management Act (PFMA), the National Treasury Risk Management Framework, and the King IV Report on Corporate Governance. These instruments collectively define the NLSA's risk management approach, roles and responsibilities, and methodological framework.

During the 2024/2025 financial year, the NLSA conducted regular risk assessments to monitor the effectiveness of existing mitigation strategies and to identify emerging risks. Updates to the Strategic, Operational, and Fraud Risk Registers were carried out quarterly, with contributions from all business units.

The Risk Management Committee (RMC) is a formally constituted governance structure that provides oversight and strategic direction on risk management matters. The RMC is chaired by an independent member appointed by the Chief Executive Officer (CEO) and includes the CEO, Executive Directors, Directors, and other senior officials. The Committee convened quarterly to review the organisation's risk profile, assess the effectiveness of mitigation measures, and consider any emerging risks.

The RMC reports to the Audit, Risk, and Performance Management Committee (ARPMC), which oversees risk exposures across the institution, with particular attention to high and critical risks. The RMC submits formal recommendations to strengthen internal controls, improve resilience, and ensure that risk management practices remain aligned with the NLSA's strategic objectives.

The ARPMC played an independent advisory role by monitoring the adequacy of risk responses and supporting continuous improvement in organisational performance.

During the period under review, the NLSA made significant progress in embedding a strong risk management culture across the institution. Increased awareness and early risk identification contributed to enhanced operational efficiencies. To further institutionalise risk-informed decision-making, the NLSA will implement a digital risk dashboard and integrate risk metrics into performance indicators during the 2025/2026 financial year.

Internal Control Unit

NLSA does not have a separate Internal Control Unit. The internal controls in NLSA are managed through a Combined Assurance Model where Risk Management Unit is established to identify, assess and manage risks and controls working together with risk champions in all executive departments. Internal Audit, External Audit and Audit, Risk and Performance Committee provide assurance on the operational effectiveness on the system of internal controls. The Combined Assurance Model was operationally effective for the financial year 2023-2024.

Internal Audit and Audit Committees

The purpose of the Internal Audit function is to provide independent, objective assurance and consulting services that are designed to add value and improve the operations of the NLSA. This function helps the NLSA to accomplish its objectives by bringing a systematic disciplined approach in evaluating and improving the effectiveness of risk management, control and governance processes.

Internal Audit operate with approved Internal Audit Charter defining its purpose, authority and responsibility. Internal Audit has unrestricted access to all functions, records, property and employees of the NLSA. Internal Audit reports administratively to the National Librarian/Chief Executive Officer and functionally to the Audit, Risk and Performance Committee (ARPC).

The Internal Audit division of the NLSA applies a co-sourced model, with a full time Internal Audit Manager appointed, supported by Abacwaningi Business Solutions. The Internal Audit was functional throughout the financial year under review and operated in line with its approved Internal Audit Charter and Methodology Framework, aligned to Treasury Regulation 3.2 and the Standards for the Professional Practice of Internal Auditing (SPPIA).

The scope of Internal Audit's work was derived from the approved 3-Year Strategic Rolling Plan and Annual Audit Plan, approved by the ARPC. Internal Audit was also responsive to the ad-hoc audit assignment. The audit approach combines two types of audit engagements, that is, assurance and consulting/advisory services. Internal Audit always conduct their work, or any other tasks assigned to them, guided by the approved Internal Audit Methodology aligned to the SPPIA, as published by the Institute of Internal Auditors (IIA), PFMA and related Treasury Regulations. Internal Audit upholds the moral principles as embodied in the IIA's Code of Ethics.

Minimising Conflict of Interest

The NLSA has implemented robust measures to prevent and manage conflicts of interest, particularly in procurement and supply chain management. All officials involved in sourcing processes are required to disclose any actual or potential conflicts of interest prior to participating in such activities. Where a conflict is identified, the individual is recused, and the matter escalated to the relevant governance structure.

Proactive measures include:

- Annual Declarations: All staff, executives, and board members are required to submit annual declarations of financial and other interests to promote transparency and accountability.
- Registers Maintained:

- A Conflict of Interest Register is actively maintained to track and manage potential conflicts.
- A Gift and Hospitality Register is used to log all offers or receipts of gifts and hospitality in accordance with the NLSA's ethical standards.

Routine audits of these registers are conducted to identify any undeclared interests and ensure consistency with public sector governance standards and the NLSA's Code of Conduct.

Fraud and corruption

The NLSA has established a comprehensive framework for managing fraud and corruption risks. This includes the implementation of a Fraud Prevention Policy, Fraud Risk Management Framework, Standard Operating Procedures, and a Fraud Risk Management Strategy. These documents provide a clear roadmap for fraud prevention, detection, and response.

Quarterly fraud risk assessments were conducted and used to update the Fraud Risk Register, which informs focused control interventions and enhances the organisation's resilience to fraudulent activities.

Reports of suspected fraud can be made through a confidential whistleblowing hotline administered by the Department of Sport, Arts and Culture (DSAC). This channel guarantees anonymity and promotes a safe environment for reporting unethical conduct.

During the 2024/2025 financial year, one case of suspected fraud was reported via the DSAC hotline. The case was duly logged, assessed, and investigated in accordance with NLSA protocols. Disciplinary action was instituted where misconduct was confirmed.

Fraud prevention is embedded in the NLSA's wider integrity and governance framework, which is further reinforced by the Code of Conduct, conflict of interest declarations, and adherence to the Public Sector Integrity Management Framework. Oversight is provided by the ARPMC, which monitors fraud trends and recommends enhancements to control measures.

Code of conduct

The NLSA's formally adopted Code of Conduct sets out the ethical values, professional standards, and behavioural expectations applicable to all employees, management, and board members. The Code upholds principles of integrity, impartiality, accountability, respect, and service excellence.

The Code of Conduct is aligned with the Public Service Regulations, Labour Relations Act, and the Public Sector Integrity Management Framework. Upon appointment, all staff members are required to sign an acknowledgment of the Code, affirming their commitment to uphold its provisions.

Refresher training and awareness sessions are conducted periodically to reinforce the Code's importance and to embed ethical conduct across the organisation.

Reported breaches of the Code are investigated in accordance with the NLSA's disciplinary procedures, including formal hearings and the application of appropriate sanctions. Human Resources and Legal Services provide oversight to ensure due process and transparency.

The Code of Conduct is further integrated into performance management systems and forms a key component of the NLSA's ethics risk monitoring processes.

Health, Safety, and Environmental Management

The NLSA remains committed to maintaining a safe and healthy environment for employees, contractors, and visitors. Occupational Health and Safety Committees were active throughout the reporting period, undertaking quarterly safety inspections and compliance reviews.

Health and safety measures implemented included:

- Emergency evacuation drills
- Fire and first aid training
- Strengthened incident reporting procedures

From an environmental perspective, the NLSA introduced several sustainability initiatives, including improved waste management, paper recycling, and energy-saving measures, to promote environmentally responsible operations.

Company Secretary

The Board Secretary of the National Library of South Africa (NLSA) plays a pivotal role in ensuring that the NLSA adheres to the principles of good corporate governance and statutory compliance. The Board Secretary is appointed by the Board and is responsible for, amongst other things, not limited to:

- Providing guidance to the Board and individual directors on their duties, responsibilities, and powers in terms of the Companies Act and other applicable legislation;
- Assisting the Board in fulfilling its governance obligations, including compliance with the Public Finance Management Act (PFMA), King IV Report on Corporate Governance, and internal governance frameworks;
- Ensuring the proper convening of meetings, circulation of agendas and board packs, accurate recording of minutes, and maintenance of statutory records;
- Facilitating annual board evaluations.

BBBEE Status

The NLSA generates its funding through non – exchange activities like subsidies and grants from the Department of Sport, Arts and Culture. Approximately 4% of the NLSA's revenue is generated through exchange activities; this is far below R10 million. There were delays in the submission of the BBBEE documents in 2022/23. The NLSA is in the process of verifying its BBBEE standing through the engagement of a service provider.

Social Responsibility

The NLSA continued to fulfil its social responsibility mandate through community outreach and development initiatives, aligned with its mission to promote knowledge and access to information.

Key programmes included:

- Literacy and reading development projects in rural and under-resourced communities.
- Book donation and mobile library outreach, in partnership with public libraries.
- Internship and learnership programmes, contributing to national human capital

development.

- Heritage and archives awareness campaigns, including observances during Library Week and other national commemorative events.

These initiatives underscore the NLSA's commitment to social impact, education, and the preservation of national memory.

INTERNAL AUDIT AND AUDIT COMMITTEES

INTERNAL AUDIT

The purpose of the Internal Audit function is to provide independent, objective assurance and consulting services that are designed to add value and improve the operations of the NLSA. This function helps the NLSA to accomplish its objectives and translate operational activities by bringing a systematic and disciplined approach in evaluating and improving the effectiveness of risk management, control and governance processes. Internal Audit has unrestricted access to all functions, records, property and employees of the NLSA and the Audit, Risk and Performance Committee. Adequate resources to the three-year plan review are annually allocated to the Internal Audit function. Internal Audit reports administratively to the National Librarian/Chief Executive Officer and functionally to the Audit, Risk and Performance Committee (ARPC).

The Internal Audit division of the NLSA applies a co-sourced model, with a full time Manager: Internal Audit appointed, supported by a team of two Auditors. The Internal Audit was functional throughout the financial year under review and operated in line with its approved Internal Audit Charter, based on Treasury Regulation 3.2 and the Standards for the Professional Practice of Internal Auditing. The scope of Internal Audit's work was derived from the approved annual operational plan, approved by the ARPC.

The audit approach combines two types of audit engagements, that is, assurance and consulting (advisory) services. Internal Audit is always, when conducting their work or any other tasks assigned to them, guided by the International Standards for the Professional Practice of Internal Auditing (SPPIA) and the Code of Ethics, as published by the Institute of Internal Auditors (IIA), and complies with the relevant sections in the PFMA and related Treasury Regulations.

Audit, Risk and Performance Committee (ARPC)

The NLSA's ARPC is an independent committee, appointed in terms of section 51 (a) (ii) of the PFMA Act, Act No. 1 of 1999 (as amended), the Treasury Regulation 27.1, as well as its Board approved ARPC Charter.

The primary purpose of the ARPC is to assist the Accounting Authority in fulfilling his/her responsibilities to ensure that the NLSA has and maintains effective, efficient and transparent systems of financial, risk management, governance, compliance and internal control by providing oversight on the following:

- Financial reporting, systems of internal control and performance against predetermined objectives.
- Ensuring and enhancing the independence of the Internal Audit unit and external auditors.
- Reviewing the strategic and operational risk areas of the NLSA to be covered in the scope of internal and external audits.
- Ensuring the proper functioning of both the internal and external audit processes and other assurance services, including fraud and corruption investigation activities; and
- Monitoring compliance with laws and regulations.

The ARPC is also responsible for reviewing the annual financial statements and performance information reports, as required by the PFMA and the related Treasury Regulations. The ARPC does not perform any management functions or assume any management responsibilities, but functions as an objective and independent oversight committee, making recommendations to the Accounting Authority for her approval or final decision.

Overall, the ARPC executed its responsibilities through close liaison and communication with management, internal and external auditors and where it deems it necessary and engages with the Executive Authority. However, in the current year under review, there were no matters that necessitated an engagement with the Executive Authority.

Audit, Risk and Performance Committee Members and Attendance

The ARPC consists of members listed below, of which four (4) are independent members in line with good corporate governance practice and one (1) delegated member of the Board of the NLSA. The Committee meets at least four times per annum as per its approved terms of reference, with special meeting where such a need arises.

During the financial year under review, the outgoing ARPC held two (2) ordinary meetings and one (1) special meeting. The table below sets out the names, qualifications, and attendance of the outgoing ARPC members, whose terms of office concluded on 30 September 2024.

Outgoing ARPC Independent Members (Term Ended 30 September 2024)

Name	Qualification	Internal or External	If Internal, Position	Date of Appointment	Date of Resignation	No. of Meetings attended
Mr. L Monama	Chartered Accounted (SA), RA	External	N/A	01 April 2021	N/A	2/3
Ms. A. Cilliers	Chartered Accounted (SA),	External	N/A	01 April 2021	N/A	2/3
Dr. T. Sethibe	Doctor of Business Leadership (DBL)	External	N/A	01 April 2021	N/A	0/3
Mr. L. Dube	Masters Degree in Business Leadership (MBL) B.Com (Hons) Internal Auditing B. Tech Degree Internal Auditing National Diploma in Internal Auditing	External	N/A	15 January 2024	N/A	3/3
Ms. M. Mothelesi	Degree: B.Com Accounting Honours: B.Com Auditing	Internal	Manager: Internal Audit	01 August 2023	N/A	3/3

Current ARPC Independent Members Serving

Name	Qualification	Internal or External	If Internal, Position	Date of Appointment	Date of Resignation	No. of Meetings attended
Ms Sharifa Chenia	- B.Comm (Financial Accounting , Auditing , Taxation , Management Account) - Bcompt Honours (Financial Accounting , Auditing , Taxation , Management) - Chartered Accounting -CA(SA)	External	N/A	16 January 2025	N/A	3/3
Mr. Ashley Latchu	PhD Degree -Msc Degree -Honours Degree -BSC IT Management Degree -Degree in Financial Accounting & Internal Auditing (on hold) -Diploma in Networking	External	N/A	16 January 2025	N/A	3/3
Mr. L. Dube	Masters Degree in Business Leadership (MBL) B.Com (Hons) Internal Auditing B. Tech Degree Internal Auditing National Diploma in Internal Auditing	External	N/A	15 January 2024	N/A	2/3
Ms. M. Mothelesi	Degree: B.Com Accounting Honours: B.Com Auditing	Internal	Manager: Internal Audit	01 August 2023	N/A	3/3

AUDIT, RISK AND PERFORMANCE COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2025.

Audit Committee Responsibility

The Audit, Risk and Performance Committee (ARPC) 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.

The ARPC is accountable to the Board and has oversight function:

- Financial and Performance Management
- Risk Management
- Fraud Management
- Internal Audit Function
- Compliance with Laws and Regulations
- IT Governance
- Effectiveness of Internal Controls

Summary of work performed by the ARPC during the year under review

- Updated and adopted the Audit Committee Charter.
- Approved the internal audit Three Year Rolling Plan, Internal Audit Annual Plan and Internal Audit Charter.
- Reviewed and approved Internal Audit reports and advised Management on improvement in controls.
- Reviewed Management's action plan to address AGSA findings including the action plans to address the prior year's audit qualification.
- Reviewed the Risk Management process, Framework and Policy and advised Management on weaknesses identified.
- Reviewed and Recommended quarterly Finance and Performance reports for Board approval and advised Management on the improvements of the reports.
- IT Governance report reviews.
- Annual Financial Statements and the Annual Performance Report were reviewed.
- NLSA policies were reviewed.

The Effectiveness of Internal Control

Based on our assessment of Internal Controls it can be concluded that Internal Controls are partially effective. Improvements are required in compliance management, risk management, timeous filling of vacancies, Governance frameworks were still being developed.

Internal Audit

The Committee was satisfied with the work performed by Internal Audit. Capacity constraints in Internal Audit were raised with Management.

The following Internal Audit work was completed during the year under review:

- Review of the Annual Financial Statement
- Quarterly performance information
- Review of the draft Strategic Plan
- Heritage Assets GRAP 103
- Follow up audit on findings raised by Internal Audit and the AGSA
- Business Continuity and Disaster Management
- Corporate Governance
- Facilities Management
- Records Management
- Preservation and Conservation of Collections
- Conditional Grants

The following were areas of concern raised by Internal Audit:

- Governance Frameworks were still being developed.
- Capacity issues in audit, risk unit.
- Fraud registers still work in progress
- Organizational structure not updated and approved

In-Year Management and Monthly/ Quarterly Report

The NLSA has submitted quarterly financial and performance reports and the committee was satisfied with the content and quality thereof.

Evaluation of Financial Statements

The AFS was reviewed and recommended to the Board for approval and submission to the Auditor General. ARPC members have:

- Reviewed the overall presentation of the AFS for proper and complete disclosure, consistent information and compliance with GRAP Standards.
- Reviewed the accounting policies applied in the compilation of the AFS and were satisfied that they were consistent with those of prior years.
- Reviewed the significant adjustments made to the prior period as a result of Heritage assets.
- Reviewed the entity's compliance with legal and regulatory provisions.
- Reviewed contingencies, litigations and the presentation of such matters in the financial statements.
- Reviewed and assessed the Going Concern.

Auditor's Report

The Committee monitored Managements action plans quarterly to address the findings raised by the Auditor-General of South Africa. Internal audit submitted quarterly progress reports to the committee on managements progress in addressing AGSA findings. The committee was satisfied with the actions taken by Management to address the findings raised by the AGSA.

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.

Appreciation

The Committee wishes to express its appreciation to management and the Internal Audit Department for the co-operation and information they have provided to enable the ARPC to discharge its responsibilities.

Ms Sharifa Chenia
Chairperson of the Audit, Risk and Performance Committee
National Library of South Africa

Bible. New Testament. Latin: 'The Four Gospels' [Grey Collection]

Part **D**

Human Resources **Management**

OVERVIEW OF HUMAN RESOURCES (HR) MATTERS AT THE PUBLIC ENTITY

The Human Resources Management (HRM) Department is committed to cultivating a high-performing organisational culture by implementing policies and practices that support operational excellence and ensure compliance with all applicable legislative and regulatory requirements. The Department provides strategic support to the core functions of the National Library of South Africa (NLSA) by assisting line management in developing human capital capabilities and aligning workforce strategies with institutional goals.

To achieve the NLSA's strategic objectives over the next five years, the Human Capital Management Division must evolve to deliver more targeted, value-adding services that enable the organisation to maximise its impact through people. While the reporting period saw meaningful progress, particularly in the area of policy development, there is a recognised need to shift further from administrative processing towards becoming a trusted strategic partner to management, employees, and the Board.

HR Priorities and Their Impact in 2024/2025

During the year under review, the HRM Department focused on the following priorities to enhance organisational effectiveness:

- A comprehensive HR benchmarking analysis was undertaken to assess how the NLSA compares with similar institutions in terms of practices and standards.
- The Workforce Plan was developed to ensure alignment between staffing needs and the organisation's current and future strategic direction.
- The Department led wage negotiation processes in support of fair and equitable employee compensation.
- Progress was made on defining the Employee Value Proposition, which aims to attract and retain skilled professionals.
- A Retention Framework was drafted to guide efforts in reducing employee turnover, particularly in critical and scarce skills areas.

Employee Performance Management Framework

The NLSA's Performance Management Framework enables management and employees to enter into performance agreements at the beginning of each financial year. Annual performance evaluations are conducted to assess progress, reward achievement, and support continuous improvement. In a significant development, the performance management process has been automated through the Employee Self-Service (ESS) portal, improving efficiency and accessibility.

Employee Wellness Programmes

The NLSA remains committed to fostering a supportive and compassionate work environment that promotes employee well-being and productivity. During the reporting year, the NLSA entered into a new agreement with Company Wellness Solutions, a service provider of the Employee Assistance Programme (EAP).

The EAP offers a 24-hour helpline to assist employees in areas such as mental health support, debt counselling, legal advice, and E-care services. Additionally, monthly online wellness presentations aligned with national awareness days were made available to staff. A successful Wellness Day was hosted during the 2024/2025 financial year, significantly boosting staff morale and reinforcing the NLSA's commitment to employee well-being.

Policy Development

The HRM Department continues to review and update all Human Resources policies and procedures every three years or as required by legislative, regulatory, or strategic changes. These policy reviews ensure that HR practices remain current, compliant, and aligned with the organisation's commitment to excellence in governance and strategic human resource management. During the year, several policies were reviewed to support improved service delivery and organisational effectiveness.

Key Achievements

Key achievements of the HRM Department during the reporting period include:

- The successful automation of the performance management process via the ESS portal.
- The appointment of 25 Trainee Librarians, contributing to skills development and transformation within the LIS sector.
- The successful completion of a Bachelor's Degree in Library and Information Science by one of the NLSA's bursary holders.

Challenges Faced

Despite the progress made, the NLSA faced several HR-related challenges during the year:

- The non-payment of performance bonuses had a negative impact on staff morale and motivation.
- The institution experienced a loss of key and critical skills in both core and support functions due to non-competitive remuneration packages.
- A moratorium on recruitment imposed by the Department of Sport, Arts and Culture (DSAC) resulted in the freezing of posts, limiting the organisation's ability to fill vacant positions.
- The limited training budget constrained opportunities for employee development and upskilling.

Future HR Plans and Goals: 2025/2026

Looking ahead, the HRM Department will focus on the following strategic priorities in the 2025/2026 financial year:

- Finalising the development of the organisational structure and implementing all associated processes.
- Securing approval for and implementing the Succession Planning Framework to ensure continuity in leadership and critical roles.
- Continuing the review and updating of HR policies to align with best practices and evolving needs.
- Ongoing exploration of ways to enhance the NLSA's Employee Value Proposition, to support talent attraction and retention.

Le Roman de la Rose, 14th century [Grey Collection]

HUMAN RESOURCES OVERSIGHT STATISTICS

Personnel Cost by Programme

Programme	Total Expenditure for the Entity (R'000)	Personnel Expenditure (R'000)	Personnel Exp. as a % of Total Exp. (R'000)	No. of Employees	Average Personnel Cost per Employee (R'000)
Administration	130 534	22 481	12%	46	488.71
Business Development	32 435	23 986	12%	53	452.56
Community Engagement	24 197	18 697	9%	40	467.42
TOTAL	**187 165**	**65 164**	**34%**	**139**	**468.80**

Personnel Cost by Salary Band

Level	Personnel Expenditure (R'000)	% of Personnel Exp. to Total Personnel Cost (R'000)	No. of Employees	Average Personnel Cost per Employee (R'000)
Top Management	6846	10.50	4	1712
Senior Management	5759	8.83	3	1 920
Professional Qualified	10 935	16.78	46	576
Skilled	26 570	40.77	19	578
Semi-skilled	14 725	22.60	50	295
Unskilled	329	0.52	1	329
TOTAL	**65 164**	**100**	**123 ***	**530**

Performance Rewards

Programme/Activity/Objective	Performance Rewards (R'000)	Personnel Expenditure (R'000)	% of Performance Rewards to Total Personnel Cost
Top Management	0	4 925	0.00%
Senior Management	0	5 992	0.00%
Professional Qualified	0	32 953	0.00%
Skilled	0	9 814	0.00%
Semi-skilled	0	19 910	0.00%
Unskilled	0	409	0.00%
TOTAL	**0**	**74 003**	**0.00%**

Training Costs

Programme/Activity/Objective	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as a % of Personnel Cost	No. of Employees Trained	Avg. Training Cost per Employee
Administration	22481	161	0.13%	153	1.05
Business Development	23986	6	3.99%	2	3
Public Engagement	18697	0	0	0	0

Employment and Vacancies

The recruitment and selection process aims to attract staff with the necessary competencies to enable the organisation to deliver on its strategic and operational priorities.

Programme	2023/2024 No. of Employees	2024/2025 Approved Posts	2024/2025 No. of Employees	2024/2025 Vacancies	% of Vacancies
Administration	40	46	39	11	23.91%
Business Development	51	53	48	9	16.98%
Public Engagement	38	40	37	7	17.5%
TOTAL	**129**	**139**	**114**	**27**	**19.42%**

Level	2023/2024 No. of Employees	2024/2025 Approved Posts	2024/2025 No. of Employees	2024/2025 Vacancies	% of Vacancies
Top Management	3	4	2	2	50%
Senior Management	5	7	5	2	28.57%
Professional Qualified	50	54	45	5	9 .25%
Skilled	19	21	16	8	38.09%
Semi-skilled	50	52	45	10	19.23%
Unskilled	2	1	1	0	0%
TOTAL	**129**	**139**	**114**	**27**	**19.42%**

During the 2024/2025 financial year, the NLSA had a total of 139 approved posts. The Vacancy Rate in this Annual Report is calculated on the number of approved posts and the number of employees. The total number of employees include two Conditional Grant posts which are not funded from the NLSA's personnel budget. The vacancy rate was calculated on 139 approved posts and 112 employees.

The number of vacancies reported during 2024/2025 include vacancies from previous years. The total number of vacant posts also includes unfunded posts. The new organisational structure to be completed in 2025/2026 will address unfunded posts.

Employment Changes

Salary Band	Employment at Beginning of Period	Appointments	Terminations	Employment at End of the Period
Top Management	3	1	2	2
Senior Management	5	1	1	5
Professional Qualified	51	1	7	45
Skilled and Academically Qualified	19	1	4	16
Semi-skilled	50	0	5	45
Unskilled	1	0	0	1
TOTAL	**129**	**4**	**19**	**114**

Reasons for Staff Leaving

Reason	Number	% of Total No. of Staff Leaving
Death	0	0
Resignation	10	52.63%
Dismissal	1	5.26%
Retirement	4	21.05%
Ill Health	0	0.0%
Expiry of Contract	4	21.05%
Other	0	0.0%
TOTAL	**19**	**100**

Labour Relations: Misconduct and Disciplinary Action

Employee relation is a critical component of Human Resources Management, as it ensures stability within the organisation.

Nature of Disciplinary Action	Number
Verbal Warning	0
Written Warning Final	0
Written Warning	0
Dismissal	1
TOTAL	**1**

Equity Target and Employment Equity Status

The NLSA will endeavour to fill the vacant positions to address the gaps identified in the Employment Equity Plan. The NLSA's employment equity plan was approved from five years effective from 01 October 2022 to 30 September 2027.

Levels	MALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	1	2	0	1	0	0	0	0
Senior Management	1	2	0	1	0	0	0	1
Professional Qualified	9	19	1	2	0	1	1	1
Skilled	4	4	1	1	0	0	1	1
Semi-skilled	21	24	5	4	0	1	1	2
Unskilled	1	1	0	0	0	0	0	0
TOTAL	**37**	**52**	**7**	**9**	**0**	**2**	**3**	**5**

Levels	FEMALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	1	1	1	0	0	0	0	0
Senior Management	2	1	1	1	0	0	0	1
Professional Qualified	21	24	2	2	1	1	10	6
Skilled	6	9	4	3	0	1	0	1
Semi-skilled	19	21	4	4	0	0	0	0
Unskilled	0	1	0	0	0	0	0	0
TOTAL	**49**	**57**	**12**	**10**	**1**	**2**	**10**	**8**

Levels	Disabled Staff			
	Male		Female	
	Current	Target	Current	Target
Top Management	0	0	0	0
Senior Management	0	0	0	0
Professional Qualified	0	0	2	5
Skilled	0	1	0	0
Semi-skilled	2	2	0	0
Unskilled	0	0	0	0
TOTAL	**2**	**3**	**2**	**5**

Part **E**

PFMA Compliance **Report**

PFMA COMPLIANCE REPORT

1.1. Information on Irregular, Fruitless and Wasteful Expenditure and Material Losses

IRREGULAR EXPENDITURE

	2024/25 R'000	2023/24 R'000
Reconciliation of Irregular Expenditure		
Opening balance	2 231 983	2 262 362
Add: Irregular expenditure confirmed	-	-
Less: Irregular expenditure condoned	-	-
Less: Irregular expenditure not condoned and removed	-	-
Less: Irregular expenditure recovered	-	-
Less: Irregular expenditure not recovered and written off	-	30 379
Closing balance	**2 231 983**	**2 231 983**
Reconciling notes to the annual financial statement disclosure		
Irregular expenditure that was under assessment in 2022/2023	-	-
Irregular expenditure that relates to 2022/23 and identified in 2023/24	-	-
Irregular expenditure for the current year	-	-
Irregular expenditure that relates to multi contracts that was not condoned or written off	-	-
	-	-
a) Details of current and previous irregular expenditure condoned/ written off		
Irregular expenditure removed	-	30 379

FRUITLESS AND WASTEFUL EXPENDITURE

	2024/25 R'000	2023/24 R'000
Reconciliation of Fruitless and Wasteful Expenditure		
Opening balance	245 604	281 270
Add: Fruitless and wasteful expenditure confirmed	89 926	-
Less: Fruitless and wasteful expenditure written off	-	35 666
Less: Fruitless and wasteful expenditure recoverable	-	-
Closing balance	**335 530**	**245 604**

Reconciling notes to the annual financial statement disclosure		
Fruitless and wasteful expenditure that was under assessment in the 2023/24	-	-
Irregular expenditure that relates to 2023/24 and identified in 2024/25	-	-
Fruitless and wasteful expenditure for the current year	89 926	-
	-	-

Details of current and previous year fruitless and wasteful expenditure recovered		
Fruitless and wasteful expenditure for current year recovered	-	-
Fruitless and wasteful expenditure for previous year recovered	-	-
	-	-

Additional disclosure relating to material losses in terms of PFMA Section 55(2)(b)(i) and (iii)
No material losses were incurred and recovered for current and previous years.

1.2 Information on late and / or non-payment of suppliers

Description	Number	Value
Valid invoices received	1405	R86,000,621.29
Invoices paid within 30 days or agreed period	1404	R85,993,942.09
Invoices paid after 30 days or agreed period	0	R0
Invoices older than 30 days or agreed period (unpaid and without dispute)	0	R0
Invoices older than 30 days or agreed period (unpaid and in dispute)	1	R6,679.2

1.3 Information on Supply Chain Management

Description	Reason	Supplier name	Amount
Membership Fee for 2023	Sole service provider	SANLIC	R6 003.87
HR System - Annual license renewal fee for employees, ad-hoc support hours - 4 hrs per month over 12 months	Sole service provider	Absalom	R384 129.43
Editing, Illustrations (where necessary), Proofreading, Book Layout, Cover Design and Printing of 300 copies per manuscripts	Limited bidding	UFS	R1 691 939.80
ISBN subscription renewal	Sole service provider	ISBN	R21 582.31
Replace damaged HVAC pipe in basement, conduct wall thickness test	Emergency	Kresta Green Technologies	R107 800.00
Renewal Microsoft Office 365 licenses for a month	Emergency	Dynafrica IT Solution	R48 515.62
Replacement batteries in the UPS battery bank for CCTV and access control	Emergency	Nkgapha Pty ltd	R84 826.88
License renewal - DB Text	Sole service provider	Mindex	R171 534.00
Appointment of a service provider for urgent emergency repairs to the UPS in the ICT server room	Emergency	Blueprint Techies	R246 560.00
Membership Fee for 2024	Sole service provider	IFLA	R28 725.02
Membership Fee for 2024	Sole service provider	Library of Congress	R14 654.89
Conference registration (Lesotho)	Limited bidding	National University of Lesotho	R5400.00
Membership fee	Limited bidding	The Institution of Internal auditors	R3 418.38
Conference registration and membership fee	Limited bidding	The Institution of Internal auditors	R14 950.00
LIASA Conference	Limited bidding	LIASA	R29 800.00
Conference Exhibition stand	Limited bidding	LIASA	R18 000.00
IFLA conference	Sole service provider	IFLA	R29 571.60
Catalogue record for the NLSA	Sole service provider	American Library Association	R55 964.77.00
Training on SmartHR and SmartPay	Sole service provider	Absalom	R14 950.00
Additional licenses - Digiscan	Sole service provider	Odium BA Business Solutions	R958 217.26
Appointment of electrical contractor	Emergency	AT Projects (Pty) Ltd	R13 182.80
Ablution	Limited bidding	KKLS	R8 800.00
Legal services for Labour Court matters	Emergency	Adonisi Incorporated	R 1900 per hourly rate
Moving photocopy machines from CPT Campus to Center for the Book	Limited bidding	Konica Minolta	R820.86
Request additional two security guards for the official launch of an exhibition	Limited bidding	BBT Security	R2 500.00
Request additional two cleaners for the official launch of an exhibition	Limited bidding	Denzheleshu	R3 220.00
RDA Toolkit - Institution subscription renewal	Sole service provider	ALA American Library Association	R51,469.59
Ukufa kukaShaka	Sole service provider	University of the Witwatersrand	R243 000.00
Catering services for National Library Day	Emergency	Nhlamulo Holdings	R2 000.00

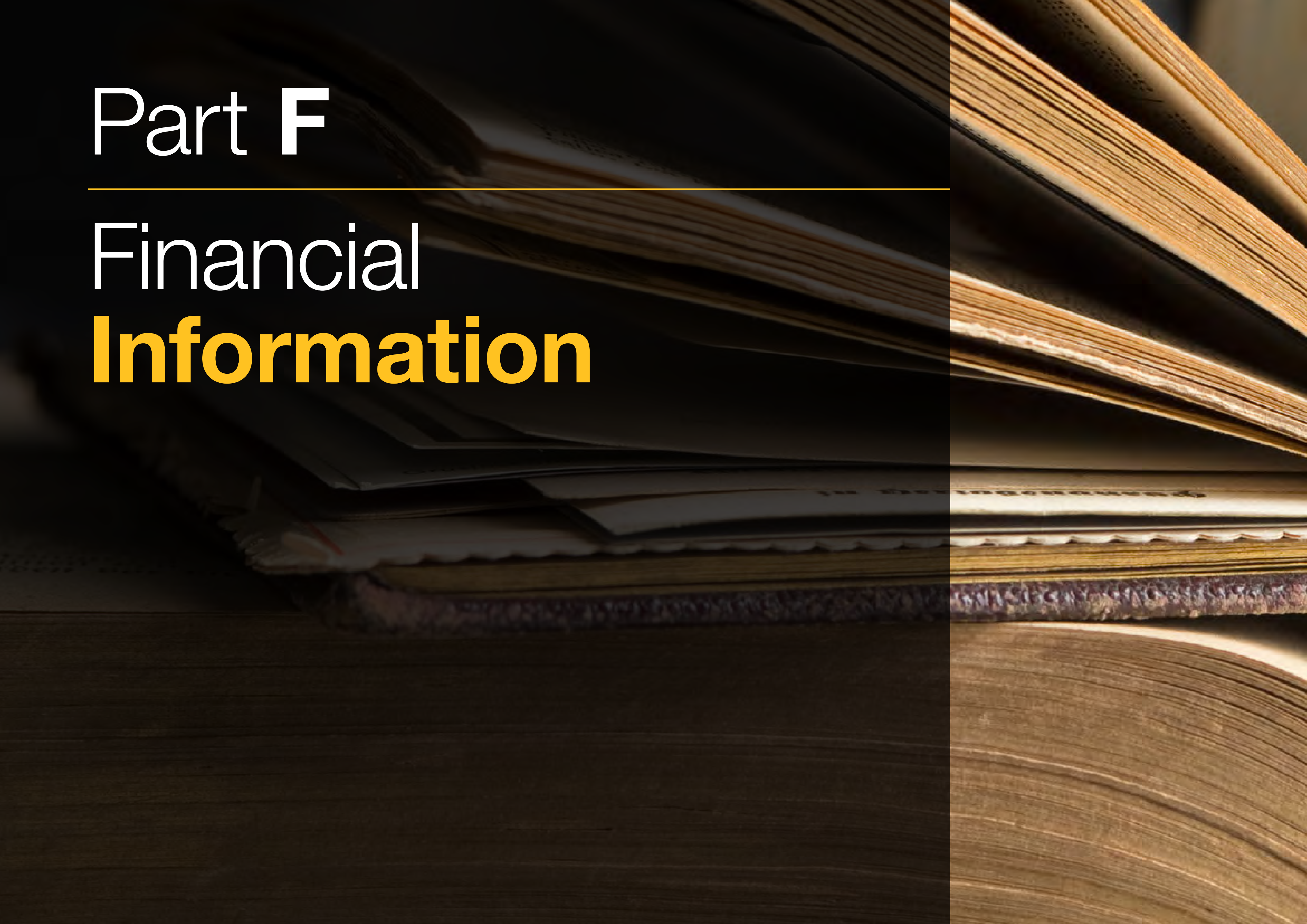
Description	Reason	Supplier name	Amount
SANLIC membership fee renewal	Sole service provider	South African National Library and Information Consortium	R6 244.04
IFLA membership fee renewal	Sole service provider	IFLA	R28 174.09
Chelsa Membership fee renewal	Sole service provider	Chelsa	R13 568.00
Classic Venda book-Kha dzi rothole	Sole service provider	Carlfonia Press RSA	R244 500.00
Adapt IT	Sole service provider	CaseWare	R112 451.77
Licence renewal	Sole service provider	Oduimba	R139,111.60

1.4 Reporting of Expansions and Variations of Contracts

Description	Supplier	Amount
Recruitment agency for seven positions	To The T Recruitment	R24 327.78
Re-appointment of service provider short-term insurance for a period of 24 months	Lateral Unison Insurance Brokers Pty Ltd	R585 299.80
Catering services for the British Library Endangered Archive programme.	KKLS	R8 474.50
Board and Alluminium frabrication	OutsourcCe	R18 800.00
Senior Risk and compliance Officer	Thusa Batho	R91 833.34
Senior internal audit	Masegare & Associate	R91 832.01

Part F

Financial **Information**



Report of the Auditor-General to Parliament on the National Library of South Africa

Report on the Audit of the Financial Statement

Qualified opinion

1. I have audited the financial statements of the National Library of South Africa set out on pages 91 to 151, which comprise the statement of financial position as at 31 March 2025, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, except for the effects of the matter described in the basis for qualified opinion section of this auditors report, financial statements present fairly, in all material respects, the financial position of the National Library of South Africa as at 31 March 2025 and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis for qualified opinion

Heritage Assets

3. The public entity did not recognise all heritage assets under its control in the financial statements in accordance with GRAP 103, Heritage Assets. I identified heritage assets belonging to the public entity that were not accounted for in the underlying accounting records due to inadequate processes to identify and record all heritage assets in the asset register. Consequently, I was unable to determine the full extent of the understatement of heritage assets, stated at R1 904 316 666 (2024: R1 902 577 320) in note 9 to the financial statements, as it was impracticable to do so.

Other financial assets

4. I was unable to obtain sufficient appropriate audit evidence for unlisted shares, as the public entity did not provide reliable evidence to support these unlisted shares. I was unable to confirm other financial assets by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the other financial assets stated at R7 760 000 in note 10 to the financial statements.

Context for opinion

5. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the Auditor-General for the audit of the financial statements section of my report.

6. I am independent of the public entity 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.

7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

Responsibilities of the accounting authority for the financial statements

8. The Accounting Authority is responsible for the preparation and fair presentation of the financial statements in accordance with 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.

9. In preparing the financial statements, the Accounting Authority is responsible for assessing the public entity's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate, or has no realistic alternative but to do so.

Responsibilities of the Auditor-General for the audit of the financial statements

10. 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.

11. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this Auditor's Report. This description, which is located at page 86, forms part of my Auditor's Report.

Report on the Annual Performance Report

12. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof; I must audit and report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the Annual Performance Report.

13. I selected the following material performance indicators related to Business Development presented in the Annual Performance Report for the year ended 31 March 2025. I selected those indicators that measure the public entity's performance on its primary mandated functions and that are of significant national, community or public interest.

- Number of publications collected and recorded through legal deposit
- Number of initiatives held to promote legal deposit of non-serial and serial publications
- Number of items repaired and bound
- Number of items deacidified
- Number of heritage images digitised
- Number of articles, papers or posters presented or published

14. I evaluated the reported performance information for the selected material performance indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an Annual Performance Report is prepared using these criteria, it provides useful and reliable information and insights to users on the public entity's planning and delivery on its mandate and objectives.

15. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the public entity's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner
- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.

16. I performed the procedures to report material findings only; and not to express an assurance opinion or conclusion.

17. I did not identify any material findings on the reported performance information for the selected indicators.

Other matter

18. I draw attention to the matter below.

Achievement of planned targets

19. The Annual Performance Report includes information on reported achievements against planned targets and provides explanations for over- or under-achievements.

20. The table that follows provides information on the achievement of planned targets and list the key indicators that were not achieved as reported in the Annual Performance Report. The reasons for any underachievement of targets are included in the Annual Performance Report on pages 33 to 37.

Programme 2: Business Development

Targets achieved: 83.33% *Budget spent: 100%*		
Key indicator not achieved	**Planned target**	**Reported achievement**
Number of items repaired and bound	10 368	3000

Report on compliance with legislation

21. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The Accounting Authority is responsible for the public entity's compliance with legislation.

22. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

23. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

24. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Annual Financial Statements, Performance and Annual Report

25. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework, as required by section 55(1)(b) of the PFMA.

26. Material misstatements of disclosure items identified by the auditors in the submitted financial statements were corrected, but the uncorrected material misstatements resulted in the financial statements receiving a qualified opinion.

Consequence management

27. I was unable to obtain sufficient appropriate audit evidence that disciplinary steps were taken against officials who had irregular expenditure as required by section 51(1)(e)(iii) of the PFMA. This was because investigations into irregular expenditure were not performed.

28. I was unable to obtain sufficient appropriate audit evidence that disciplinary steps were taken against officials who had incurred fruitless and wasteful expenditure as required by section 51(1)(e)(iii) of the PFMA. This was because investigations into fruitless and wasteful expenditure were not performed.

Other information in the Annual Report

29. The Accounting Authority is responsible for the other information included in the Annual Report. The other information referred to does not include the financial statements, the auditor's report and those selected material indicators in the scoped-in programme presented in the Annual Performance Report that have been specifically reported on in this auditor's report.

30. My opinion on the financial statements and my reports on the audit of the Annual Performance Report and compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

31. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected material indicators in the scoped-in programme presented in the Annual Performance Report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

32. The other information I obtained prior to the date of this auditor's report is the disclosures included in the Annual Report for irregular expenditure and fruitless and wasteful expenditure. The other outstanding information in the Annual Report is expected to be made available to me after 31 July 2025.

33. If, based on the work I have performed on the other information that I obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

34. When I do receive and read the Annual Report of outstanding information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

35. I considered internal control relevant to my audit of the financial statements, Annual Performance Report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

36. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for qualified opinion, and the material findings on compliance with legislation.

37. Senior management did not ensure that the investigations are conducted for the incurrence of irregular and fruitless and wasteful expenditure.

38. The Accounting Authority did not ensure that action plans are adequately designed, monitored, and implemented to fully resolve the prior year's findings.

39. Senior management's inadequate and ineffective review of the financial statements resulted in repeat findings.

Auditor General

Pretoria
31 July 2025

AUDITOR-GENERAL
SOUTH AFRICA
Auditing to build public confidence

Annexure to the Auditor's Report

The annexure includes the following:

- The Auditor-General's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-General's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected material performance indicators and on the public entity's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the separate financial statements as described in this auditor's report, I 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 my 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 public entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I 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 public entity to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a public 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

I 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 I identify during my audit.

I also provide the Accounting Authority with a statement that I have complied with relevant ethical requirements regarding independence and 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 applied.

From the matters communicated to those charged with governance, I determine those matters that were of most significance in the audit of the financial statements for the current period and are therefore key audit matters. I describe these matters in this auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in this auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.

Compliance with legislation - selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act 1 of 1999 (PFMA)	Section 51(1)(b)(ii); 51(1)(e)(iii); 53(4); Section 55(1)(a); 55(1)(b); Section 55(1)(c)(i); 56(1); 57(b)
Preferential Procurement Regulations of 2022 (PPR)	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations 2017 (under functionality)	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; Regulation 6.5; 6.6; 6.8; 7.1; 7.2; 7.3; 7.5; 7.6; 7.8; Regulation 8.2; 8.5; 9.1; 9.2; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)
Practice Note 11 of 2008/9	Paragraph 2.1; 3.1 (b)
Practice Note 5 of 2009/10	Paragraph 3.3
Practice Note 7 of 2009/10	Paragraph 4.1.2
Treasury Regulations, 2005	Regulation 8.2.1; 8.2.2; 16A3.2; 16A3.2(a); Regulation 16A6.1; 16A6.2(a); 16A6.2(b); Regulation 16A6.3(a); 16A6.3(a); 16A6.3(b); Regulation 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; Regulation 16A8.3; 16A8.4; 16A9.1(b)(ii); Regulation 16A9.1(d); 16A9.1(e); 16A9.1(f); Regulation 16A9.2; 16A9.2(a)(ii); 30.1.1; 30.1.3(a); Regulation 30.1.3(b); 30.1.3(d); 30.2.1; 33.1.1
Second amendment National Treasury Instruction No. 5 of 202/21	Paragraph 1
National Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2(b); 4.3; 4.4; 4.4(a); 4.17; 7.2; 7.6
National Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury Instruction 4A of 2016/17	Paragraph 6
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury Instruction No. 5	Paragraph 4.8; 4.9; 5.3
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4(a); 3.4(b); 3.9
Construction Industry Development Board Act 38 of 2000	Section 18(1)

GENERAL INFORMATION

COUNTRY OF INCORPORATION AND DOMICILE	South Africa
MEMBERS	Mr Bernado Maralack (Chairperson of the Board) Adv. Lavan Gopaul Mr Thilivhali Ramawa Mr Siyabonga Masuku (Chairperson of Core programmes and Finance) Ms Julia Norrish Ms Rochelle Daniels Mr Matsebe Phasha Mr. Andries Smith Ms Preetha Dabideen (Chairperson of Human resources, Remuneration, Social & Ethics committee) Ms Sharifa Chenia (Independent Chairperson of Audit, Risk and Performance committee) Ms Ashley Latchu Mr Lamlani Dube (Independent member) Ms Mandisa Tshikwatamba (Interim National Librarian and CEO)
BUSINESS ADDRESS	228 Johannes Ramokhoase Street Pretoria 0001
POSTAL ADDRESS	Private X990 Pretoria 0001
BANKERS	Standard Bank
AUDITOR	Auditor-General South Africa

INDEX

The reports and statements set out below comprise the Audited Annual Financial Statements presented to the provincial legislature:

ABBREVIATIONS USED:

GRAP	Generally Recognised Accounting Practice
NLSA	National Library of South Africa
DSAC	Department of Sport, Arts and Culture

MEMBERS' RESPONSIBILITIES AND APPROVAL

The members are required by the Public Finance Management Act (Act 1 of 1999), to maintain adequate accounting records and are responsible for the content and integrity of the audited annual financial statements and related financial information included in this report. It is the responsibility of the members to ensure that the audited annual financial statements fairly present the state of affairs of the entity as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the audited annual financial statements and was given unrestricted access to all financial records and related data.

The audited annual financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

The audited annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The members acknowledge that they are ultimately responsible for the system of internal financial control established by the entity and place considerable importance on maintaining a strong control environment. To enable the members to meet these responsibilities, the members sets standards for internal control aimed at reducing the risk of error or deficit in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the entity and all employees are required to maintain the highest ethical standards in ensuring the entity's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the entity is on identifying, assessing, managing and monitoring all known forms of risk across the entity. While operating risk cannot be fully eliminated, the entity endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The members are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the audited annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or deficit.

The members have reviewed the entity's cash flow forecast for the year to March 31, 2026 and, in the light of this review and the current financial position, they are satisfied that the entity has or has access to adequate resources to continue in operational existence for the foreseeable future.

The entity is wholly dependent on the DSAC unconditional grants for continued funding of operations. The audited annual financial statements are prepared on the basis that the entity is a going concern and that the entity has neither the intention nor the need to liquidate or curtail materially the scale of the entity.

Although the members are primarily responsible for the financial affairs of the entity, they are supported by the entity's external auditors to assure the accruracy of the financials of the entity.

The audited annual financial statements set out on page 4, which have been prepared on the going concern basis, were approved by the members on 31 July 2025 and were signed on its behalf by:

Ms Mandisa Tshikwatamba
Interim CEO

Mr Bernado Maralack
Chairperson of the Board

STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2025

	Note(s)	2025 R'000	2024 Restated* R'000
Assets			
Current Assets			
Operating lease asset	3	4,642	-
Receivables from exchange transactions	4	993,426	1,172,345
Prepayments	5	3,446,042	4,080,891
Cash and cash equivalents	6	77,859,243	93,360,262
		82,303,353	**98,613,498**
Non-Current Assets			
Property, plant and equipment	7	40,273,763	42,585,680
Intangible assets	8	3,894,474	3,486,224
Heritage assets	9	1,904,316,666	1,902,577,320
Other financial assets	10	7,760,000	7,310,000
Bequest Related Investments	11	1,300	600
		1,956,246,203	**1,955,959,824**
Total Assets		**2,038,549,556**	**2,054,573,322**
Liabilities			
Current Liabilities			
Payables from exchange transactions	12	14,023,199	14,542,928
Employee benefit obligation	13	2,360,882	2,412,287
Unspent conditional grants and receipts	14	34,877,174	50,950,918
Provisions	15	2,975,134	3,411,772
Principal funds obligation	16	252,057	252,057
		54,488,446	**71,569,962**
Non-Current Liabilities			
Employee benefit obligation	13	39,763,287	35,864,882
Total Liabilities		**94,251,733**	**107,434,844**
Net Assets		**1,944,297,823**	**1,947,138,478**
Reserves Revaluation reserve		1,895,783,158	1,894,043,811
Accumulated surplus		48,514,665	53,094,667
Total Net Assets		**1,944,297,823**	**1,947,138,478**

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

	Note(s)	2025 R'000	2024 Restated* R'000
Revenue			
Revenue from exchange transactions			
Other Income	18	2,336,225	1,701,901
Interest received	19	2,527,308	3,210,635
Gain on foreign exchange		4,348	4,915
Fair value adjustments		450,700	268,200
Actuarial gains	13	1,196,000	-
Dividends received	19	300,126	357,716
Total revenue from exchange transactions		**6,814,707**	**5,543,367**
Revenue from non-exchange transactions			
Transfer revenue			
Government grants & subsidies	20	123,794,000	117,953,000
Gains from legal deposits	21	1,739,346	1,859,016
Service in-kind income	22	25,819,354	25,697,450
Conditional grant realised income		26,156,772	39,646,953
Total revenue from non-exchange transactions		**177,509,472**	**185,156,419**
Total revenue	**17**	**184,324,179**	**190,699,786**
Expenditure			
Employee related costs	24	(65,584,369)	(72,027,109)
Depreciation and amortisation		(5,230,406)	(5,833,840)
Finance costs		(5,407,000)	(4,094,155)
Lease rentals on operating lease	25	(42,939,636)	(41,505,707)
Debt Impairment		(81,632)	(148,528)
Gain or loss on disposal of assets and liabilities		(313,096)	(73,370)
Actuarial gains/losses		-	(769,517)
General expenses	26	(28,879,475)	(25,797,606)
Audit fees	27	(2,832,220)	(2,008,234)
Contracts, consultants and professional fees	28	(13,912,922)	(19,210,872)
Subscriptions and licences	29	(9,122,097)	(8,025,303)
Repairs and maintanance	30	(12,861,982)	(7,790,089)
Total expenditure		**(187,164,835)**	**(187,284,330)**
(Deficit) surplus for the year		**(2,840,656)**	**3,415,456**

STATEMENT OF CHANGES IN NET ASSETS

	Revaluation reserve	Accumulated surplus / deficit	Total net assets
	R'000	R'000	R'000
Opening balance as previously reported	16,442,908	51,538,227	67,981,135
Adjustments Correction of errors 44	1,875,741,887	-	1,875,741,887
Balance at April 1, 2023 as restated*	**1,892,184,795**	**51,538,227**	**1,943,723,022**
Changes in net assets Surplus for the year	-	3,218,768	3,218,768
Correction of error 44	-	196,688	196,688
Transfer of gains to Documentary Heritage Collections	1,859,016	(1,859,016)	-
Total changes	1,859,016	1,556,440	3,415,456
Restated* Balance at April 1, 2024	**1,894,043,812**	**53,094,667**	**1,947,138,479**
Changes in net assets Surplus for the year	-	(2,840,656)	(2,840,656)
Transfer of gains to Documentary Heritage Collections	1,739,346	(1,739,346)	-
Total changes	1,739,346	(4,580,002)	(2,840,656)
Balance at March 31, 2025	**1,895,783,158**	**48,514,665**	**1,944,297,823**

CASH FLOW STATEMENT

	Note(s)	2025 R'000	2024 Restated* R'000
Cash flows from operating activities			
Receipts			
Grants		134,252,031	144,243,504
Interest income		2,512,267	2,997,341
Dividends received		300,126	357,716
Other receipts		2,539,686	1,393,042
		139,604,110	148,991,603
Payments			
Employee costs		(66,791,240)	(72,835,793)
Suppliers		(84,674,054)	(87,006,332)
		(151,465,294)	(159,842,125)
Net cash flows from operating activities	**31**	**(11,861,184)**	**(10,850,522)**
Cash flows from investing activities			
Purchase of property, plant and equipment	7	(3,231,585)	(1,489,059)
Purchase of intangible assets	8	(408,250)	(348,750)
Net cash flows from investing activities		**(3,639,835)**	**(1,837,809)**
Net increase/(decrease) in cash and cash equivalents		**(15,501,019)**	**(12,688,331)**
Cash and cash equivalents at the beginning of the year		93,360,262	106,048,593
Cash and cash equivalents at the end of the year	**6**	**77,859,243**	**93,360,262**

STATEMENT OF FINANCIAL PERFORMANCE REVENUE

	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
	R'000	R'000	R'000	R'000	R'000	R'000
Revenue from exchange transactions						
Administration and management fees received	1,832,640	-	**1,832,640**	2,336,225	**503,585**	2.1.1
Interest received - investment	1,258,000	-	**1,258,000**	2,527,308	**1,269,308**	2.1.2
Dividends or similar distributions received	-	-	**-**	300,126	**300,126**	2.1.3
Total revenue from exchange transactions	**3,090,640**	**-**	**3,090,640**	**5,163,659**	**2,073,019**	
Revenue from non-exchange transactions						
Transfer revenue						
Government grants & subsidies	123,294,000	23,265,963	**146,559,963**	123,794,000	**(22,765,963)**	2.1.4
Conditional Grant - Infrastructure projects	-	-	**-**	16,417,791	**16,417,791**	2.1.5
Conditional grant income realised	-	-	**-**	1,002,155	**1,002,155**	2.1.6
- GRAP 103 implementation			**-**			
Service in-kind income	-	-		25,819,354	**25,819,354**	2.1.7
Conditional grant income realised-PESP and National Lottery	-	-	**-**	1,308,675	**1,308,675**	2.1.8
Conditional grant - Community Libraries and Facilities management	5,026,000	-	**5,026,000**	7,370,087	**2,344,087**	2.1.9
Conditional grant income - Gothenburg	-	-	**-**	8,064	**8,064**	
Conditional grant income - MLO	-	-	**-**	50,000	**50,000**	2.1.10
Total revenue from non- exchange transactions	**128,320,000**	**23,265,963**	**151,585,963**	**175,770,126**	**24,184,163**	
Total revenue	**131,410,640**	**23,265,963**	**154,676,603**	**180,933,785**	**26,257,182**	
Expenditure						
Personnel	(63,214,000)	-	**(63,214,000)**	(65,584,369)	**(2,370,369)**	2.1.11
Depreciation and amortisation	-	-	**-**	(5,230,406)	**(5,230,406)**	2.1.12
Finance costs	-	-	**-**	(5,407,000)	**(5,407,000)**	
Lease rentals on operating lease	(16,200,000)	-	**(16,200,000)**	(42,939,636)	**(26,739,636)**	2.1.13
Debt Impairment	-	-	**-**	(81,632)	**(81,632)**	2.1.14
Gain or loss on disposal of assets and liabilities	-	-	**-**	(313,096)	**(313,096)**	2.1.15
Expenses	(43,570,640)	-	**(43,570,640)**	(67,608,696)	**(24,038,056)**	2.1.16
Total expenditure	**(122,984,640)**	**-**	**(122,984,640)**	**(187,164,835)**	**(64,180,195)**	

	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
	R'000	R'000	R'000	R'000	R'000	R'000
Operating deficit	**8,426,000**	**23,265,963**	**31,691,963**	**(6,231,050)**	**(37,923,013)**	
Gain/(loss) on foreign exchange	-	-	**-**	4,348	**4,348**	
Gains/(loss)Fair value adjustments	-	-	**-**	450,700	**450,700**	
Actuarial gains/losses	-	-	**-**	1,196,000	**1,196,000**	2.1.17
Gain on legal deposit	-	-	**-**	1,739,346	**1,739,346**	
	-	**-**	**-**	**3,390,394**	**3,390,394**	
Deficit before taxation	**8,426,000**	**23,265,963**	**31,691,963**	**(2,840,656)**	**(34,532,619)**	
Deficit for the year from continuing operations	**8,426,000**	**23,265,963**	**31,691,963**	**(2,840,656)**	**(34,532,619)**	
Capital Expenditure	(3,400,000)	-	(3,400,000)	-	3,400,000	
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	**5,026,000**	**23,265,963**	**28,291,963**	**(2,840,656)**	**(31,132,619)**	
Reconciliation						
Assets bought on Conditional grant				1,855,000		2.1.18
Actual Amount in the Statement of Financial Performance				**(985,656)**		

1. Disclosure

The approved budget is prepared on accrual basis and covers the fiscal period 1 April 2024 to 31 March 2025.

2. Material differences between approved budget and final Budget.

Approved budget represents the budget approved by the Minister of the Department of Sports Arts and Culture with the annual performance plan. NLSA was granted approval to retain surplus from the 2023-24 financial year. Furthermore the Conditional grant - Community Libraries, allocation for the year was reduced to R5,026 million.

Administration and Management fee

Own revenue collection for the year was abvoe the budgeted revenue by R503,000, this is due to the suspension of the venue hire in Cape Town center for the book for the preparation of the roof renovations.

Project Management fees of R350,000 was earned on the Community Library project. Other income was for royalties earned, parking revenue in the Cape Town campus and photocopy sales.

Interest earned

The NLSA managed to exceed its interest income target by R1.26 million. The increase in the repo rate in the financial year, impacted positively on the interest rate earned on positive bank balance.

Dividends received

The NLSA received dividends from it unlisted share Sabinet.

Government grants

The government grants received is based on the tranches received from the department.

Grants Infastructure project
The conditional grant was received in the prior years for the renovation of the Cape Town building. The income was for the realisation of the spending in the current year.

Conditional grant - GRAP 103
The NLSA received the full R32 million in 2016/17 financial year for a multi-year project. The income is due to the realisation of the spending of the conditional grant in relation to GRAP 103.

Service in-Kind income
This is non-cash income due to the free letting for the premises of the NLSA offices.

Conditional grants - Presidential Employment Stimulus Programme (PESP) and National Lottery

The conditional grants received is based on the tranches received. The variance is due to the roll-over of the previous unspent funds. This relates to the income realised for the spending in the current year under review.

Conditional grants - Community Libraries and Facilities management
The conditional grants received is based on the tranches received. The variance is due to the roll-over of the previous unspent funds. This relates to the income realised for the spending in the current year under review.

Conditional grants - Gothenburg and MLO
The NLSA was an implementing agent for DSAC for the participation in the 2023 Gothenburg Book fair which took place in September 2023, project is complete for the financial year under review. MLO relates to spending that took place for the training for Librarians.

Employee cost

Included in the employee cost is remuneration paid to conditional grant employees, which is not disclosed separately.
Depreciation

Depreciation was not budgeted for. This is normal wear and tear recognition for assets of the NLSA.

Rentals
Included in the actual spending is the in-kind rental charge for the free use of the NLSA premises.

Debt Impairment
Debt impairment was not budgeted for. The was impairment of debtors older than 6 months.

Gains or loss on disposal of assets

Loss on disposal of assets was not budgeted for. This is for the disposal of assets that are no longer in use.

General Expenditure

The overspending in the general expenditure includes the increase in conditional grants spending, of which is shown as a realisation of income. However, the spending increased from prior year due to improved controls.

Finance Cost and Actuarial Gains (Losses)

Finance cost and acturial gain is not budgeted for. The amount spent wholly relates to the employment benefit obligation.

Assets bought on Conditional grants

This relates to assets bought on conditional grant budget, which is included in the realisation income of grants.

1. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies applied in the preparation of these audited annual financial statements are set out below.

1.1 Basis of preparation

The audited annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

These audited annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

1.2 Presentation currency

These audited annual financial statements are presented in South African Rand, which is the functional currency of the entity.

1.3 Going concern assumption

These audited annual financial statements have been prepared based on the expectation that the entity will continue to operate as a going concern for at least the next 12 months.

- The operations of the NLSA are funded through the 2024 MTEF, i.e. Vote 37 for the Department of Sports, Arts and Culture.
- The NLSA is a schedule 3A Public Entity under the Department of Sport Arts and Culture (DSAC), and is funded through the Division of Revenue Act.

1.4 Significant judgements and sources of estimation uncertainty

In preparing the audited annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the audited annual 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 audited annual financial statements. Significant judgements include:

Other significant judgements, sources of estimation uncertainty and/or relating information, have been disclosed in the relating notes.

Impairment testing

The NLSA reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets. There was no indication that impairment has occurred in the current financial period.

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note 15 - Provisions.

Useful lives of assets

The management determines the estimated useful lives and related depreciation charges for all assets. This estimate is based on industry norm.

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 (income) include the discount rate. Any changes in these assumptions will impact on the carrying amount of post-retirement obligations.

The entity determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the entity the zero-coupon South African government bond yield curves to set the financial assumptions used to project future employer benefit payments.

Other key assumptions for pension obligations are based on current market conditions. Additional information is disclosed in Note 13.

Accounting by principals and agent

The NLSA is an agent of the Department of Sports, Arts and Culture in relations to transactions with third parties as;

i) It does not have the power to determine the significant terms and conditions of the transaction.
ii) It does not have the ability to use all, or substantially all, of the resources that result from the transaction for its own benefit.
iii) It is not exposed to the variability in the results of the transaction.

Additional information is disclosed in Note 36.

Service in-kind

The amounts recognised are as provided by the Department of Public Works and Infrastructure based on how much would have been expected to be paid for the use of the Buildings used by the NLSA .

1.5 Property, plant and equipment

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment. Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment are depreciated on the straight-line basis over their expected useful lives to their estimated residual value.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Plant and machinery	Straight-line	50 years
Furniture and fixtures	Straight-line	15-25 years
Motor vehicles	Straight-line	5-10 years
Office equipment	Straight-line	5-10 years
Computer equipment	Straight-line	5-10 years

The depreciable amount of an asset is allocated on a systematic basis over its useful life.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation method used reflects the pattern in which the asset's future economic benefits or service potential are expected to be consumed by the entity. The depreciation method applied to an asset is reviewed at least at each reporting date and, if there has been a significant change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset, the method is changed to reflect the changed pattern. Such a change is accounted for as a change in an accounting estimate.

The entity assesses at each reporting date whether there is any indication that the entity expectations about the residual value and the useful life of an asset have changed since the preceding reporting date. If any such indication exists, the entity revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate.
The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

The entity separately discloses expenditure to repair and maintain property, plant and equipment in the notes to the financial statements (see note 7).

The entity discloses relevant information relating to assets under construction or development, in the notes to the financial statements. Assets under construction are recognised as Work in progress when risks and rewards have been transferred to the NLSA and recognition criteria has been met (see note 7).

1.6 Intangible assets

An asset is identifiable if it either:

- is separable, i.e. is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or
- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

The entity assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Intangible assets with an indefinite useful life are carried at cost less any impairment losses. All intangible assets at NLSA are determined to have an indefinite useful life

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. All intangible assets at NLSA are determined to have an indefinite useful life

Intangible assets are derecognised:

- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of intangible assets is included in surplus or deficit when the asset is derecognised.

1.7 Heritage assets

Scope

The NLSA is the primary resource and custodian of South African documentary heritage and promotes creative, efficient and universal access to information. The NLSA collects, records, preserves and promotes access to the National documentary heritage, both locally and internationally. The NLSA is one of the Legal deposit institutions in South Africa, and complies with the Legal Deposit Act, 1997 (Act 54 of 1997).

Definition and classification

The library's collection includes books, records, journals, serials, newspapers, magazines, manuscripts, maps, prints, sound and music recordings, digital items, patents, prints and others. The collection of the National Library is unique in its breadth, depth and scope in the Republic of South Africa. A significant number of items in collection are priceless and irreplaceable due to the age and lack of an active market.

The NLSA classifies its collection as Heritage Assets with historical, cultural, educational, artistic, scientific, technological or natural significance. It is the mission of the NLSA to be the primary resource and custodian of South Africa's documentary heritage. The NLSA acts as the national preservation library in terms of the National Library of South Africa Act, Act No. 92 of 1998, and the collections are held for an indefinite period. It is the purpose of the NLSA to preserve all its collections for posterity and use by future generations. Ancillary to the mission of the NLSA is the provision of access to the library collections to a variety of users, primarily the South African public free of charge.

Class of heritage assets means a grouping of heritage assets of a similar nature or function in an entity's operations that is shown as a single item for the purpose of disclosure in the audited annual financial statements.

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

An impairment loss of a cash-generating asset is the amount by which the carrying amount of an asset exceeds its recoverable amount.

An inalienable item is an asset that an entity is required by law or otherwise to retain indefinitely and cannot be disposed of without consent.

Initial Recognition

An item acquired either through legal deposit, purchase, bequests or donations is recognised as Heritage assets if, and only if:

a) It is probable that future economic benefits or service potential associated with the item are expected to flow to the NLSA, and
b) The cost or fair value of the item can be measured reliably.

Reasonable judgments are made by management in the assessment of the degree of certainty attached to the flow of future economic benefits or the service potential that are attributable to the heritage asset on the basis of the evidence available at initial recognitiont.

If in possession of an asset that might be regarded as a heritage asset which meets the definition, but does not meet the recognition criteria for a heritage asset because it cannot be reliably measured , relevant and useful information about the asset is disclosed in the notes to the financial statements.

The date of recognition shall be the date when all the recognition criteria above are met.

Initial measurement

A Heritage asset acquired via an exchange transaction and that qualifies for recognition as an asset, shall be initially measured at its costs at the date of recognition.

The cost of the heritage asset comprises:

a) Its purchase price, including import duties and non-refundable purchase taxes after deducting trade discounts and rebates, and
b) Any costs directly attributable to bringing the heritage asset to the location and condition necessary for it to be capable of operating in the manner intended by management

Heritage assets acquired through non-exchange transactions, such as legal deposits and donations shall be initially measured at a deemed cost.The deemed cost shall be the fair value at the date of acquisition. If it is impractical to ascertain the fair value at acquisition, the facts supporting the impracticability shall be disclosed.

The cost of an item of heritage assets acquired in exchange for non-monetary assets, or a combination of monetary and non- monetary assets is measured at the fair value of the assets given up, unless the fair value of the asset received is clearly evident. 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.

If payment for the acquisition of a heritage asset is deferred beyond normal credit terms, the difference between the cash price equivalent at acquisition date and the total payment, is recognised as interest over the period of credit unless such interest is recognised in the carrying amount of the heritage asset in accordance with the GRAP standard on Borrowing costs.

Subsequent measurement

The NLSA accounts for its heritage assets using the cost model, a class of heritage assets are subsequently measured at its costs less any accumulated impairment losses.

Heritage assets are not depreciated but the NLSA assesses at each reporting date whether there is an indication that the assets may be impaired. If any such indication exists, the NLSA estimates the recoverable amount or the recoverable service amount of the heritage asset in accordance with the GRAP standard on Impairment of Non-cash generating Assets.

Subsequent expenditure incurred on a heritage asset is only capitalised when it is incurred to enhance or restore the heritage asset to preserve its indefinite useful life and if and only if, the recognition criteria are met. Costs of day to day servicing of the heritage assets are classified as repairs and maintenance costs.

Impairment

The entity assesses at each reporting date whether there is an indication that it may be impaired. If any such indication exists, the entity estimates the recoverable amount or the recoverable service amount of the heritage asset.

Transfers

The NLSA transfers items from the heritage assets, at their carrying amounts, only when such items no longer meet the definition of the heritage asset.

Assets that subsequently meet the definition and recognition of heritage assets are transferred from the relevant classification to the heritage assets at their reclassification date carrying amounts.

The NLSA derecognises the carrying amount of the heritage assets:

On disposal (including disposal through a non-exchange transactions) or
When no future economic benefits or service potential are expected from its use.
The gain or loss arising from the de-recognition of an item of heritage assets is included in the surplus or deficit when the item is derecognised.The gain or loss arising from the derecognition of an item of heritage is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

1.8 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

A financial asset is:

- cash;
- a residual interest of another entity; or
- a contractual right to:
  - receive cash or another financial asset from another entity; or
  - exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

A financial liability is any liability that is a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to the entity.

Financial instruments at amortised cost are non-derivative financial assets or non-derivative financial liabilities that have fixed or determinable payments, excluding those instruments that:

- the entity designates at fair value at initial recognition; or
- are held for trading.

Financial instruments at cost are investments in residual interests that do not have a quoted market price in an active market, and whose fair value cannot be reliably measured.

Financial instruments at fair value comprise financial assets or financial liabilities that are:

- derivatives;
- contingent consideration of an acquirer in a transfer of functions between entities not under common control to which the Standard of GRAP on Transfer of Functions Between Entities Not Under Common Control (GRAP 106) applies
- combined instruments that are designated at fair value;
- instruments held for trading. A financial instrument is held for trading if:
  - it is acquired or incurred principally for the purpose of selling or repurchasing it in the near-term; or
  - on initial recognition it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short term profit-taking;
  - non-derivative financial assets or financial liabilities with fixed or determinable payments that are designated at fair value at initial recognition; and
  - financial instruments that do not meet the definition of financial instruments at amortised cost or financial instruments at cost.

See note 34 for the categories of financial assets and liabilities at the NLSA

Initial measurement of financial assets and financial liabilities

The NLSA measures a financial asset and financial liability initially at its fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Subsequent measurement of financial assets and financial liabilities

The NLSA measures all financial assets and financial liabilities after initial recognition using the following categories:

a) Financial instruments at fair value.
b) Financial instruments at amortised cost.

Fair value measurement considerations

The NLSA considers best evidence of fair value as quoted prices in an active market. Where the market for a financial instrument is not active, the NLSA considers audited financial statements in determination of fair value of its residual interest in another entity.

Gains and losses

A gain or loss arising from a change in the fair value of a financial asset or financial liability measured at fair value is recognised in surplus or deficit.

For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

Derecognition Financial assets

The entity derecognises financial assets using trade date accounting.

The entity derecognises a financial asset only when:

a) the contractual rights to the cash flows from the financial asset expire, are settled or waived;
b) the entity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
c) the entity, despite having retained some significant risks and rewards of ownership of the financial asset, hastransferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity:
   - derecognises the asset; and
   - recognise separately any rights and obligations created or retained in the transfer.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus or deficit.

Financial liabilities

The entity removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished — i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers).

Recognition

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Dividends or similar distributions relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Financial instruments (continued)

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when the entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

In accounting for a transfer of a financial asset that does not qualify for derecognition, the entity does not offset the transferred asset and the associated liability.

1.9 Tax

Tax expenses

No provision for income tax was made since the NLSA is incorporated as an entity not for gain and listed as a schedule 3A public entity according to the Public Finance Management Act, Act 1 of 1999, as amended by Act 29 of 1999. The entity is exempted from tax, in terms of section 10(1)(cA)(i)(bb) of the Income Tax Act 58 of 1962, as amended.

1.10 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

Leases of assets under which all risks and rewards of ownership are effectively retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the Statement of Financial Performance on a straight- line basis over the period of the lease.

Operating leases - lessee

Operating lease payments (net of any incentives received from the lessor) are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability. Payments received under operating leases are recognised in surplus or deficit within other income on a straight-line basis over the period of the lease.

1.11 Non-Distributable reserves

The non-exchange transactions gains recognized on receipt of legal deposit collections are transferred from accumulated surplus to non-distributable reserves in the Statement of Changes in net Assets. The reserves represents the recognised gains on library collections deposited at no fee in terms of the Legal Deposit Act.

1.12 Prepayments

A prepaid expense is an expenditure paid for in one accounting period, but for which the underlying asset will not be consumed until a future period. When the asset is eventually consumed, it is charged to expense. If consumed over multiple periods, there may be a series of corresponding charges to expense.

Expenditures are recorded as prepaid expenses in order to more closely match their recognition as expenses with the periods in which they are actually consumed prepaid expenses are initially measured at their actual cash paid as at the date of recognition, and are amortized in surplus and deficit statement as and when the NLSA incurs the expenses.

1.13 Employee benefits

Short-term employee benefits
Recognition and measurement
All short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

Short-term employee benefits include items such as:

- wages, salaries and social security contributions;
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;
- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and

When an employee has rendered service to the NLSA during a reporting period, the NLSA recognise the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

a) as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the NLSA recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
b) as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. The NLSA measure the expected cost of accumulating compensated absences as the additional amount that it expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The NLSA recognise the expected cost of bonus, incentive and performance related payments when it has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the NLSA has no realistic alternative but to make the payments.

Post-employment benefits: Distinction between defined contribution plans and defined benefit plans

Post-employment benefits: Defined benefit obligation

Recognition and measurement

Post-employment benefits are employee benefits (other than termination benefits) which are payable after the completion of employment.

Post-employment benefit obligation are formal or informal arrangements under which an entity provides post-employment benefits for one or more employees.

Defined benefit plans are post-employment benefit plans under which the NLSA pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

When an employee has rendered service to the entity during a reporting period, the entity recognises the contribution payable to a defined benefit obligation in exchange for that service:

a) as a liability (accrued expense), after deducting any contribution already paid. If the contribution already paid exceeds the contribution due for service before the end of the reporting period, the entity recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
b) as an expense, unless another Standard requires or permits the inclusion of the contribution in the cost of an asset.

Where contributions to a defined benefit plan do not fall due wholly within twelve months after the end of the reporting period in which the employees render the related service, they are discounted. The rate used to discount reflects the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the obligation.

Actuarial assumptions

Actuarial assumptions are unbiased and mutually compatible.

Financial assumptions are based on market expectations, at the reporting date, for the period over which the obligations are to be settled.

The rate used to discount post-employment benefit obligations (both funded and unfunded) reflect the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the post-employment benefit obligations.

Post-employment benefit obligations are measured on a basis that reflects:

- estimated future salary increases;
- the benefits set out in the terms of the plan (or resulting from any constructive obligation that goes beyond those terms) at the reporting date; and
- estimated future changes in the level of any state benefits that affect the benefits payable under a defined benefit plan, if, and only if, either:
- those changes were enacted before the reporting date;
- past history, or other reliable evidence, indicates that those state benefits will change in some predictable manner, for example, in line with future changes in general price levels or general salary levels.

Assumptions about medical costs takes into account estimated future changes in the cost of medical services, resulting from both inflation and specific changes in medical costs.

The entity recognises the net defined benefit liability in the statement of financial position.

The entity recognises the components of defined benefit cost in surplus or deficit, except to the extent that another Standard requires or permits their inclusion in the cost of an asset, as follows:

a) service cost;
b) net interest on the net defined benefit liability; and
c) remeasurements of the net defined benefit liability.

Remeasurements of the net defined benefit liability comprise:

(a) actuarial gains and losses.

1.14 Commitments

Items are classified as commitments when an entity has committed itself to future transactions that will normally result in the outflow of cash.

Capital and operational commitments disclosed in notes of the financial statements are measured at costs related to successful delivery of the contract.

1.15 Provisions and contingencies

Provisions are recognised when:

- the entity has a present obligation as a result of a past event;
- 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 obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 35.

1.16 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which the entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates. This includes revenue listed as part Other Income, namely, parking and venue hire.

Interest, royalties and dividends

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:

It is probable that the economic benefits or service potential associated with the transaction will flow to the entity, and
The amount of the revenue can be measured reliably.

Interest is recognised, in surplus or deficit, using the effective interest rate method. Interest income is accrued on a time proportion basis, taking into account the principal outstanding and the effective interest rate over the period to maturity.

Royalties are recognised as they are earned in accordance with the substance of the relevant agreements.

Dividends or similar distributions are recognised, in surplus or deficit, when the entity's right to receive payment has been established.

1.17 Revenue from non-exchange transactions

Revenue comprises gross inflows of economic benefits or service potential received and receivable by an entity, which represents an increase in net assets, other than increases relating to contributions from owners.

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Restrictions on transferred assets are stipulations that limit or direct the purposes for which a transferred asset may be used, but do not specify that future economic benefits or service potential is required to be returned to the transferor if not deployed as specified.

Stipulations on transferred assets are terms in laws or regulation, or a binding arrangement, imposed upon the use of a transferred asset by entities external to the reporting entity.

Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the entity.

When, as a result of a non-exchange transaction, the entity recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

Bequests

Bequests that satisfy the definition of an asset are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the entity, and the fair value of the assets can be measured reliably.

Gifts and donations, including goods in-kind

Gifts and donations, including goods in kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably.

Services in-kind

Except for financial guarantee contracts, the entity recognise services in-kind that are significant to its operations and/or service delivery objectives as assets and recognise the related revenue when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably.

Where services in-kind are not significant to the entity's operations and/or service delivery objectives and/or do not satisfy the criteria for recognition, the entity disclose the nature and type of services in-kind received during the reporting period.

1.18 Accounting by principals and agents

Identification

An agent is an entity that has been directed by another entity (a principal), through a binding arrangement, to undertake transactions with third parties on behalf of the principal and for the benefit of the principal.

A principal-agent arrangement results from a binding arrangement in which one entity (an agent), undertakes transactions with third parties on behalf, and for the benefit of, another entity (the principal).

Identifying whether an entity is a principal or an agent

When the entity is party to a principal-agent arrangement, it assesses whether it is the principal or the agent in accounting for revenue, expenses, assets and/or liabilities that result from transactions with third parties undertaken in terms of the arrangement.

The assessment of whether an entity is a principal or an agent requires the entity to assess whether the transactions it undertakes with third parties are for the benefit of another entity or for its own benefit.

Recognition

The entity, as an agent, recognises only that portion of the revenue and expenses it receives or incurs in executing the transactions on behalf of the principal in accordance with the requirements of the relevant Standards of GRAP.

The entity recognises assets and liabilities arising from principal-agent arrangements in accordance with the requirements of the relevant Standards of GRAP.

1.19 Comparative figures

When the presentation or classification of items in the financial statements is amended due to better presentation and/or better understandability and/or comparability and/or due to the implementation of a new or amended standard, prior period comparative amounts are reclassified. Where accounting errors have been identified in the current year, the correction is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly. Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

1.20 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is defined in section 1 of the PFMA as expenditure which was made in vain and would have been avoided had reasonable care been exercised.

The words in vain as contained in the definition of fruitless and wasteful refers to a transaction, event or condition which was undertaken without value or substance and which did not yield any desired results or outcome. Reasonable care means applying due diligence (careful application, attentiveness, caution) to ensure that the probability of a transaction, event or condition not being achieved as planned is being managed to an acceptable level.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and when recovered, it is subsequently accounted for as reduction in the related expenses in the statement of financial performance.

1.21 Irregular expenditure

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including -

a) this Act; or
b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or
c) any provincial legislation providing for procurement procedures in that provincial government.

National Treasury practice note no. 4 of 2008/2009 which was issued in terms of sections 76(1) to 76(4) of the PFMA requires the following (effective from 1 April 2008)

Irregular expenditure that was incurred and identified during the current financial year and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements.

Irregular expenditure that was incurred and identified during the current financial year and for which condonement is being awaited at year end must be recorded in the irregular expenditure register. No further action is required with the exception of updating the note to the financial statements.

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned.

Irregular expenditure that was incurred and identified during the current financial year and which was not condoned by the National Treasury or the relevant authority must be recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debt account must be created if such a person is liable in law. Immediate steps must thereafter be taken to recover the amount from the person concerned. If recovery is not possible, the accounting officer or accounting authority may write off the amount as debt impairment and disclose such in the relevant note to the financial statements. The irregular expenditure register must also be updated accordingly. If the irregular expenditure has not been condoned and no person is liable in law, the expenditure related thereto must remain against the relevant programme/expenditure item, be disclosed as such in the note to the financial statements and updated accordingly in the irregular expenditure register.

1.22 Budget information

The approved budget is prepared on a accrual basis and presented by economic classification Ithe Statement of Comparison Between Budget and Actual Amounts.

The approved budget covers the fiscal period from 4/1/2024 to 3/31/2025. Comparative information is not reported.

1.23 Related parties

A related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

The NLSA operates in an economic sector currently dominated by entities directly or indirectly owned by the South African Government. As a consequence of the constitutional independence of the three spheres of government in South Africa, only entities within the national sphere of government are considered to be related parties.

Management are those persons responsible for planning, directing and controlling the activities of the entity, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by that person in their dealings with the entity.

The entity is exempt from disclosure requirements in relation to related party transactions if that transaction occurs within normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the entity to have adopted if dealing with that individual entity or person in the same circumstances and terms and conditions are within the normal operating parameters established by that reporting entity's legal mandate.

Where the entity is exempt from the disclosures in accordance with the above, the entity discloses narrative information about the nature of the transactions and the related outstanding balances, to enable users of the entity's financial statements to understand the effect of related party transactions on its audited annual financial statements.

1.24 Events after reporting date

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

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

The entity will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The entity 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 financial statements.

2. NEW STANDARDS AND INTERPRETATIONS

2.1 Standards and interpretations effective and adopted in the current year

In the current year, the entity has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

2.2 Standards and interpretations issued, but not yet effective

The entity has not applied the following standards and interpretations, which have been published and are mandatory for the entity's accounting periods beginning on or after April 1, 2025 or later periods:

Standard/ Interpretation:	Effective date: Years beginning o nor after	Expected impact:
• GRAP 107 (as revised) Mergers	April 1, 2099	Unlikely there will be a material impact
• GRAP 106 (as revised) Transfer of Functions Between Entities Not Under Common Control	April 1, 2099	Unlikely there will be a material impact
• GRAP 105 Transfer of Functions Between Entities Under Common Control	April 1, 2099	Unlikely there will be a material impact
• GRAP 2023 Improvements to the Standards of GRAP 2023	To be determined	Unlikely there will be a material impact
• GRAP 1 (amended): Presentation of Financial Statements (Going Concern)	To be determined	Unlikely there will be a material impact
• GRAP 103 (amended): Heritage Assets	To be determined	Unlikely there will be a material impact
• GRAP 22 Foreign Currency Transactions and Advance	April 1, 2025	Unlikely there will be a material impact
• GRAP 104 (as revised): Financial Instruments	April 1, 2025	Unlikely there will be a material impact

3. Operating lease assets

	2025 R'000	2024 R'000
Current assets	4,642	-

NLSA photocopy machines are leased through an operating lease. Smoothing is equivalent to contract amount, therefore no lease asset or liability recognised.

The Office telephone are leased through an operating lease. Smoothing was performed to contract amount and lead to a lease asset recognised for the current year.

Refer to comitment note for minimum payments disclosure. Note 38.

4. Receivables from exchange transactions

	2025 R'000	2024 R'000
Trade debtors	338,356	101,260
Creditors with debit balances	71,346	-
Accrued Interest	228,335	238,297
Personnel debtors	148,528	152,332
Salaries receivables	205,698	460,390
Coupons debtors receivable	1,163	220,066
	993,426	**1,172,345**

Personnel debtors relates various payments made that are due to the NLSA, eg. remuneration overpayments, traffic fines, etc.
Accrued Interest relates to interest due to the NLSA that was received after reporting period.
Trade debtors relates to customers owing NLSA for services rendered.
Salaries receivable relates to staff Medical aid and PAYE overpaid in the prior year.
Coupons receivables relates to lending of books by other libraries that have been paid for but not yet recouped.

Trade and other receivables past due but not impaired

Trade and other receivables which are less than 3 months past due are not considered to be impaired. At March 31, 2025, R- (2024: R292,813) were past due but not impaired.

The ageing of amounts past due but not impaired is as follows:

	2025 R'000	2024 R'000
1 month past due	-	73,048
2 months past due	-	9,600
3 months past due	-	210,165

Trade and other receivables impaired

As of March 31, 2025, trade and other receivables relating to staff debts and other trade receivable of R81,632 (2024:R148,528) were impaired and provided for.

The ageing of these receivables is as follows:

	2025 R'000	2024 R'000
Over 6 months	81,632	148,528

The creation and release of provision for impaired receivables have been included in operating expenses in surplus or deficit. Amounts charged to the allowance account (Bad debts) are generally written off when there is no expectation of recovering additional cash.

5. Prepayments

	2025 R'000	2024 R'000
Prepayments	3,446,042	4,080,891

Prepayments relates to the licenses and subscription that overlaps over two finanical years.

6. Cash and cash equivalents

Cash and cash equivalents consist of:

	2025 R'000	2024 R'000
Cash on hand	2,422	2,014
Bank balances	32,563,662	24,598,992
Short-term fixed deposits	39,600,354	60,704,739
Call deposits	2,159,718	1,984,802
Bank Balance-Mzansi Libraries Online (note 34)	3,533,087	6,069,715
	77,859,243	**93,360,262**

7. Property, plant and equipment

	2025			2024		
	Cost / Valuation R'000	Accumulated depreciation and accumulated impairment R'000	Carrying value R'000	Cost / Valuation R'000	Accumulated depreciation and accumulated impairment R'000	Carrying value R'000
Plant and machinery	16,370,452	(4,836,157)	11,534,295	16,370,452	(4,508,761)	11,861,691
Furniture and fixtures	18,931,112	(11,158,657)	7,772,455	18,981,757	(10,330,640)	8,651,117
Motor vehicles	689,419	(609,707)	79,712	689,419	(569,963)	119,456
Office equipment	26,804,798	(13,636,333)	13,168,465	26,560,866	(12,690,678)	13,870,188
Computer equipment	26,768,033	(19,049,197)	7,718,836	25,853,714	(17,770,486)	8,083,228
Total	**89,563,814**	**(49,290,051)**	**40,273,763**	**88,456,208**	**(45,870,528)**	**42,585,680**

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Disposals	Depreciation	Total
	R'000	R'000	R'000	R'000	R'000
Plant and machinery	11,861,691	-	-	(327,396)	11,534,295
Furniture and fixtures	8,651,117	-	(574)	(878,088)	7,772,455
Motor vehicles	119,456	-	-	(39,744)	79,712
Office equipment	13,870,188	1,272,678	(6,525)	(1,967,876)	13,168,465
Computer equipment	8,083,228	1,958,907	(305,997)	(2,017,302)	7,718,836
	42,585,680	**3,231,585**	**(313,096)**	**(5,230,406)**	**40,273,763**

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Disposals	Depreciation	Total
	R'000	R'000	R'000	R'000	R'000
Plant and machinery	12,189,087	-	-	(327,396)	11,861,691
Furniture and fixtures	9,616,001	-	(505)	(964,379)	8,651,117
Motor vehicles	159,200	-	-	(39,744)	119,456
Office equipment	15,600,209	143,681	(8,187)	(1,865,515)	13,870,188
Computer equipment	9,439,334	1,345,378	(64,678)	(2,636,806)	8,083,228
	47,003,831	**1,489,059**	**(73,370)**	**(5,833,840)**	**42,585,680**

Collection Classified as Non-Heritage

In accordance with the objectives as defined by the NLSA Act and definition of a heritage assets stipulated in GRAP 103, the NLSA has designated all library collections to comply with the definition and recognition criteria of a heritage asset, excluding the reference, reading room section and any collection item which is held as a duplicate or back up of any other collection item, to be accounted under GRAP 17. Approximately 31 104 had not be valued and will further be assessed on a yearly basis based on their useful life and depreciation method.

	2025 R'000	2024 R'000
Expenditure incurred to repair and maintain property, plant and equipment		
Expenditure incurred to repair and maintain property, plant and equipment included in Statement of Financial Performance		
Chillers	103,295	543,543
Guillotine repairs	-	3,570
Office Equipment	802,463	-
	905,758	**547,113**

The NLSA does not have any property plant and equipment pledged for security.
No work-in-progress in the current year.

8. Intangible assets

	2025			2024		
	Cost / Valuation R'000	Accumulated depreciation and accumulated impairment R'000	Carrying value R'000	Cost / Valuation R'000	Accumulated depreciation and accumulated impairment R'000	Carrying value R'000
Computer software	3,894,474	-	3,894,474	3,486,224	-	3,486,224

Reconciliation of intangible assets - 2025

	Opening balance	Additions	Total
	R'000	R'000	R'000
Computer software	3,486,224	408,250	3,894,474

Reconciliation of intangible assets - 2024

	Opening balance	Additions	Total
	R'000	R'000	R'000
Computer software	3,137,474	348,750	3,486,224

9. Heritage assets

	2025			2024		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
	R'000	R'000	R'000	R'000	R'000	R'000
Documentary Heritage Collections	1,904,316,666	-	1,904,316,666	1,902,577,320	-	1,902,577,320

Reconciliation of heritage assets 2025

	Opening balance	Additions	Total
	R'000	R'000	R'000
Documentary Heritage Collections	1,902,577,320	1,739,346	1,904,316,666

Reconciliation of heritage assets 2024

	Opening balance	Additions	Prior year error	Total
	R'000	R'000	R'000	R'000
Paintings and artworks	379,559	-	(379,559)	-
Documentary Heritage Collections	8,153,950	-	1,894,423,370	1,902,577,320
Legal deposit	16,442,908	1,859,016	(18,301,924)	-
	24,976,417	**1,859,016**	**1,875,741,887**	**1,902,577,320**

The NLSA has completed the GRAP 103 Project through conditional grant received from DSAC. Documentary Heritage Collection Management Policy was developed and approved by the board, and through utilization of heritage management expert, the NLSA was able to accurately and completely value its collection and consolidate its documentary heritage assets register in compliance with norms and standards of GRAP 103. Documentary heritage assets collections for NLSA includes all forms of written text whether published or not, It can be anything from a letter to a diary or a rare book, It can include photographs and maps. Illustrations of the range of assets for NLSA include collections of rare books and other reference material held by libraries to be preserved for their historical and cultural value (Africana Ground Floor, Book Tower, Churchill Collection, Government Room, AZ Mezzanine, Nourse Collection, Springbok Collection, Dessinian Collection, Fairbridge Collection, Loft, Africana Overflow, Africana Mezzanine, Perkins Collection, Matrix House Collection, Matrix House Juvenile Collection, Grey Collection, SANB Legal Deposit Collection) Measurement of these items were not a requirement before 01 April 2012 and NLSA holds collections dating back 200 years ago. Majority of these items have no replacement values and NLSA is holding them for posterity.

Heritage assets which fair values cannot be reliably measured

Heritage assets held by the NLSA that cannot be recognised due to reliable measurement not being availableon initial recognition (GRAP 103, para .17 & .99):

The following heritage assets are held by the NLSA but on initial recognition, do not meet the recognition of a heritage asset because they cannot be reliably measured at the reporting date. These assets were assessed and investigated during the GRAP 103 project and were found to have no market value and they are unbound; they will further be assessed at a later stage when additional and sufficient reliable information is available.

There are assets on the floor that cannot be correctly quantified, described or reliably measured which are assessed at intervening financial years. These assets are identified during the execution of an ongoing physical verification exercise, and they are immediately added to the register at R0. The number of such assets identified during the year are listed below as acquired.

Description and Class of Heritage Assets	Total number of Assets
Periodicals	141 392
Official Publication	62 008
Serials	30 609
Pamphlets	1 277
Microfilms	6 396
Manuscripts	9 874
Dassinian	4 431
Nourse	1 103

Pledged as security
No heritage assets are pledged as security.

Heritage assets in the process of being constructed or developed
No Heritage assets are under construction or development.

Expenditure incurred to repair and maintain heritage assets
No expenditure incurred of repairs and maintenance for heritage assets.

10. Other financial assets

	2025 R'000	2024 R'000
Designated at fair value		
Unlisted shares	7,760,000	7,310,000
Unlisted shares 1,000,000 held at Sabinet Online Ltd		
Non-current assets		
Designated at fair value	7,760,000	7,310,000

Financial assets at fair value

Fair value hierarchy of financial assets at fair value

For financial assets recognised at fair value, disclosure is required of a fair value hierarchy which reflects the significance of the inputs used to make the measurements. The fair value hierarchy have the following levels:

Level 1 represents those assets which are measured using unadjusted quoted prices in active markets for identical assets.
Level 2 applies inputs other than quoted prices that are observable for the assets either directly (i.e. as prices) or indirectly (i.e. derived from prices).
Level 3 applies inputs which are not based on observable market data.

The fair value of the share investment with Sabinet is based on valuation performed by an independent valuer. The valuation was based on level 3:unobservable inputs. Fair values are determined annually at Statement of Financial Position date

Reconciliation of financial assets at fair value through surplus or deficit measured in level 3

Reconciliation of financial assets at fair value through surplus or deficit measured in level 3 - 2025

	Opening balance R'000	Gains or losses in surplus or deficit R'000	Closing balance R'000
Unlisted shares	7,310,000	450,000	7,760,000

Reconciliation of financial assets at fair value through surplus or deficit measured in level 3 - 2024

	Opening balance R'000	Gains or losses in surplus or deficit R'000	Closing balance R'000
Unlisted shares	7,040,000	270,000	7,310,000

11. Bequest Related Investments

	2025 R'000	2024 R'000
200 shares at South African Reserve Bank asat 31 March 2025 at R6.50 (2024:R3) per share	1,300	600

12. Payables from exchange transactions

	2025 R'000	2024 R'000
Trade payables	12,759,701	11,750,401
Other payables	4,356	598,023
Sundry creditors	-	624,221
Accrued expenses	1,186,863	1,570,283
Creditors with debit balances	72,279	-
	14,023,199	**14,542,928**

Creditors and accruals principally comprises of amounts outstanding for trade purchases and on-going costs. The average credit period taken is less than 30 days.

Accrued expenses relates to those expenses recognized as incurred but not yet paid. Invoices were received post the finanical year, for events that occurred in the year under review.

Sundry creditors relates to interlending accounts for Information Access.

13. Employee benefit obligations

Defined benefit plans - General information Post Retirement Medical Aid Plan

The Healthcare benefits that the National Library of South Africa gives to its employees are provided by three medical schemes namely Discovery Health, Bonitas and Bestmed. On 31 March 2025 the aggregate membership of the fund was 40 (2024:41). In service employees were 36 (2024:43) retired employees. Independent Actuaries & Consultants Valuators conducted a valuation of the post-retirement liability as at 31 March 2025. Taking into consideration the current services cost, interest costs and benefits paid.

Discount rate basis

The discount rate required by GRAP 25 should be set with reference to a high-quality corporate bond. In countries where there is no deep market in such bonds, the market yield on government bonds should be used. For the post-retirement, medical valuation, we have set the discount rate by using the average yield from the zero- coupon government bond curve with a duration of between10 -15 years.

The recommended discount rate is 12,40%.
For valuing Long-service awards we have set the discount rate by using the average yield from the zero- coupon government bond curve with a duration of between 5 – 10 years. The average duration is around 7 years. The recommended discount rate is 10,57% as reflected in the table above.

Future Inflation Assumption

The general inflation assumption is used to estimate the base rate for determining the rate at which the future health care subsidies will increase.We have used the difference between nominal and real bonds with an average duration of between 10 and 15 years. The implied inflation assumption is 6,93%. Future subsidies are expected to increase in line with medicalinflation. Consistent with the prior year's assumptions, we assumed that medical inflation would exceed general inflation by 1.5% per annum. The implied medical inflation assumption is therefore 8,43%. p.a.

Net Discount Rate

Even though the actual values used for the discount rate and the expected increase in medical subsidies are important, the "gap" between the two assumptions are more important. This "gap" is referred to as the net discount rate. The net discount rate for post-employment medical subsidies is 3,67%. (The "gap" is derived from the discount rates and the expected medical inflation rates, i.e. (1.1240/1.0843-1). The gap used at the previous valuation was 3,75% p.a.It is assumed that long service awards will not increase in future. The net discount rate used for long service awards is therefore 10,57% p.a.

Post-retirement Mortality

We have based the post-retirement mortality assumptions on the PA (90) mortality tables rated down by 2 years. A 1% p.a. mortality improvement from a base year of 2006 has been included. This is the same assumption as used in the prior year's valuation.

Family Profile

We have assumed that 80% of employees will be married at retirement. For the current pensioners in receipt of a subsidy we have taken the actual marital status. We have assumed that the male spouse will be 3 years older than the female spouse. This is the same assumptions as used in the prior year's valuation.

Withdrawal

The assumed withdrawal rates prior to retirement are assumed to be as follows:

Age Band	Rate
20-29	12%
30-39	10%
40-49	6%
50-59	2%
60+	0%

Retirement Age

The normal retirement age is 65 years. It is assumed that all employees will retire at age 63 to allow for early retirement. Where an employee is over age 63, it is assumed that they will retire in the coming year.

Methodology

The accounting standard requires that the liabilities are valued using the Projected Unit Credit Method. We have therefore used this method to value the liabilities. The liability for in service employees is based on service until the valuation date. The liability in respect of pensioners is fully accounted for.

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

	2025 R'000	2024 R'000
Carrying value		
Present value of the defined benefit obligation-wholly unfunded	(40,797,882)	(37,950,882)
Present value of the defined benefit obligation-partly or wholly funded	(1,326,287)	(326,287)
	(42,124,169)	**(38,277,169)**
Non-current liabilities	(39,763,287)	(35,864,882)
Current liabilities	(2,360,882)	(2,412,287)
	(42,124,169)	**(38,277,169)**

Changes in the present value of the defined benefit obligation are as follows:

	2025 R'000	2024 R'000
Opening balance	37,950,882	34,318,662
Service cost	656,000	674,499
Interest cost	5,374,000	4,064,155
Actual benefits paid	(1,953,000)	(1,925,434)
Actuarial (gain)/loss	(1,230,000)	819,000
	40,797,882	**37,950,882**

Changes in the present value of the long service award obligation are as follows:

	2025 R'000	2024 R'000
Opening balance	326,287	390,287
Service cost	24,000	28,000
Interest cost	33,000	30,000
Change in Benefit Structure*	1,109,000	-
Actual benefits paid	(200,000)	(72,000)
Actuarial (gain)/loss	34,000	(50,000)
	1,326,287	**326,287**

Net expense recognised in the statement of financial performance are as follows (Post employment benefit):

	2025 R'000	2024 R'000
Service cost	656,000	674,499
Interest costs	5,374,000	4,064,155
Actuarial (gains)/losses	(1,230,000)	819,000
	4,800,000	**5,557,654**

Net expense recognised in the statement of financial performance are as follows (Long service award):

	2025 R'000	2024 R'000
Service costs	24,000	28,000
Interest costs	33,000	30,000
Actuarial (gains)/losses	34,000	(50,000)
	91,000	**8,000**
Key assumptions used		
Assumptions used at the reporting date:		
Post employment medical obligation	- %	- %
Discount rates used	12.40 %	14.52 %
Healthcare cost inflation	8.43 %	8.88 %
Net discount rate	6.93 %	3.75 %
Percentage married	80.00 %	80.00 %
Continuance assumption	100.00 %	100.00 %
Actual return on plan assets	- %	- %

Sensitivity analysis

Healthcare cost trends

Assumed healthcare cost trends rates have a significant effect on the amounts recognised in surplus or deficit. A one percentage point change in assumed healthcare cost trends rates would have the following effects:

2025

	One percentage point increase R'000	One percentage point decrease R'000
Effect on change of discount rate	4,466,000	5,437,000
Effect on change in medical inflation	(1,231,000)	1,227,000
Effect on change in retirement age	5,601,000	(4,653,000)

2024

	One percentage point increase R'000	One percentage point decrease R'000
Effect on change of discount rate	(3,781,855)	4,554,227
Effect on change in medical inflation	4,602,737	3,866,220
Effect on change in retirement age	(1,232,654)	1,343,834

Projections 2025

	Benefit Projection (year ending) Post- retirement medical subsidy R'000	Benefit Projection (year ending) (year ending) Long-service awards R'000	Total R'000
PBO at start of period (1 April 2025)	40,797,882	1,326,287	42,124,169
Service Cost	741,000	100,000	841,000
Interest Cost	4,926,000	157,000	5,083,000
Effect on defined benefit obligation	(2,233,000)	(128,000)	(2,361,000)
	44,231,882	**1,455,287**	**45,687,169**

14. Conditional Grant obligation

Unspent conditional grants and receipts comprises of:

	2025 R'000	2024 R'000
Unspent conditional grants and receipts		
Income related grants	34,877,174	50,950,918

The nature and extent of government grants recognised in the audited annual financial statements and an indication of other forms of government assistance from which the entity has directly benefited; and

Unfulfilled conditions and other contingencies attaching to government assistance that has been recognised.

See note 20 for reconciliation of grants.

These amounts are invested in a ring-fenced investment until utilised.

15. Provisions

Reconciliation of provisions - 2025

	Opening Balance	Additions	Utilised during the year	Total
	R'000	R'000	R'000	R'000
Leave provision	2,332,812	1,134,569	(1,579,849)	1,887,532
Service bonus	930,432	1,188,316	(1,261,306)	857,442
Provision for bad debts	148,528	81,632	-	230,160
	3,411,772	**2,404,517**	**(2,841,155)**	**2,975,134**

Reconciliation of provisions - 2024

	Opening Balance	Additions	Utilised during the year	Total
	R'000	R'000	R'000	R'000
Leave provision	2,275,061	578,593	(520,842)	2,332,812
Service bonus	1,097,633	2,114,482	(2,281,683)	930,432
Provision for bad debts	-	148,528	-	148,528
	3,372,694	**2,841,603**	**(2,802,525)**	**3,411,772**

A provision is made for the estimated liability for annual leave and service bonus due as a result of service rendered by the employees.

A provision for bonus is made for the service bonus contribution made by employees during the financial period.

There is a level of uncertainty with regards to the timing of the payment that may be required with regards to both provisions.

Provision for bad debts

Staff debtors and other trade receivables that have been outstanding for more than 6 months have been provisionally impaired due to uncollectability.

16. Principal Funds Obligation

Unspent Principal Funds

	2025 R'000	2024 R'000
Principal fund obligation - NARSSA	252,057	252,057

NARSSA - NLSA has ceased implementing the project since expiry of the MOA in September 2022. The unspent funds will be transferred to DSAC in the following financial year.

17. Revenue

	2025 R'000	2024 R'000
Other income	2,336,225	1,701,901
Interest received - investment	2,527,308	3,210,635
Dividends received	300,126	357,716
Government Grant (Annual Appropriation)	123,794,000	117,953,000
Gains from legal deposits	1,739,346	1,859,016
Service in-kind income	25,819,354	25,697,450
Conditional grant income realised	26,156,772	39,646,953
	182,673,131	**190,426,671**
The amount included in revenue arising from exchanges of goods or services are as follows:		
Other income	2,336,225	1,701,901
Interest received - investment	2,527,308	3,210,635
Dividends received	300,126	357,716
	5,163,659	**5,270,252**

The amount included in revenue arising from non-exchange transactions is as follows:

	2025 R'000	2024 R'000
Transfer revenue		
Government grant (Annual Appropriation)	123,794,000	117,953,000
Gains from legal deposits	1,739,346	1,859,016
Service in-kind income	25,819,354	25,697,450
Conditional grant income realised	26,156,772	39,646,953
	177,509,472	**185,156,419**

18. Other Income

	2025 R'000	2024 R'000
Operating income	2,336,225	1,701,901

19. Investment revenue

	2025 R'000	2024 R'000
Dividend revenue		
Unlisted financial assets	300,126	357,716
Interest revenue		
Short-term bank deposits	2,527,308	3,210,635
	2,827,434	**3,568,351**

20. Government grants & subsidies

	2025 R'000	2024 R'000
Operating grants		
Government grant (Annual appropriation)	123,794,000	117,953,000
Conditional and Unconditional		
Included in above are the following grants and subsidies received:		
Mzansi Libraries Online		
Balance unspent at beginning of year	3,584,756	5,114,821
Current-year receipts	-	144,211
Conditions met - transferred to revenue	(50,000)	(1,674,276)
	3,534,756	**3,584,756**
Conditions still to be met - remain liabilities (see note 14).		
DSAC Conditional Grant		
Balance unspent at beginning of year	41,829,691	61,442,260
Current-year receipts	5,032,851	10,945,735
Interest Capitalised	4,324,024	4,364,481
Conditions met - transferred to revenue (Expenses)	(22,290,941)	(33,755,892)
Conditions met - transferred to revenue (Assets)	(1,855,001)	(1,166,893)
	27,040,624	**41,829,691**
Conditions still to be met - remain liabilities (see note 14).		
Presidential Employment Stimulus Package (Digitisation project)		
Balance unspent at beginning of year	2,912,139	3,884,435
Conditions met - transferred to revenue (Assets)	-	(406,066)
Conditions met - transferred to revenue	(762,108)	(833,811)
Interest capitalised	254,242	242,578
Interest Accrued	-	25,003
	2,404,273	**2,912,139**

	2025 R'000	2024 R'000
Conditions still to be met - remain liabilities (see note 14).		
National Lottery Commission - Digitisation project grant		
Balance unspent at beginning of year	1,571,322	1,619,975
Conditions met - transferred to revenue	-	(125,092)
Interest capitalised	-	76,439
	1,571,322	**1,571,322**
Conditions still to be met - remain liabilities (see note 14).		
GRAP 103 Implementation Grant		
Balance unspent at beginning of year	1,053,014	2,451,302
Interest capitalised	244,844	286,634
Conditions met - transferred to revenue	(1,002,155)	(1,684,922)
	295,703	**1,053,014**
Conditions still to be met - remain liabilities (see note 14).		
CER Disaster Recovery liability		
Current-year receipts	577,068	-
Conditions met - transferred to revenue	(546,568)	-
	30,500	**-**
Conditions still to be met - remain liabilities (see note 14).		

21. Gains from legal deposits

	2025 R'000	2024 R'000
Gains from legal deposits	1,739,346	1,859,016

Gains realised on receipt of Heritage assets through legal deposit collection represents the fair value equivalent determined by the publisher or writers upon depositing.

22. Service in-kind income

	2025 R'000	2024 R'000
Rentals state owned properties	25,819,354	25,697,450

23. Conditional grant income realised

	2025 R'000	2024 R'000
DSAC Conditional Grant	23,787,878	33,222,485
Digitization Project - PESP and National Lottery	762,108	1,364,970
GRAP 103 Implementation	1,002,155	1,684,922
Gothenburg bookfair project	8,064	1,700,300
Mzansi Libraries Online	50,000	1,674,276
CER Disaster recovery	546,568	-
	26,156,773	**39,646,953**

24. Employee related costs

	2025 R'000	2024 R'000
Salaries	51,434,125	58,432,773
Service bonus	1,943,926	2,195,126
Medical aid contributions	2,594,188	2,015,028
Unemployment insurance fund	259,943	294,829
Service costs as a result of employment benefit obligation	1,289,019	849,957
Travel and car allowances	183,326	199,992
Overtime	163,540	98,015
Cellphones	476,797	622,701
Housing allowance	1,216,068	1,139,600
Staff development	227,977	177,315
Bursaries	423,448	29,290
Provident fund contributions	4,952,723	5,409,114
Provision for leave & Leave payout	419,289	563,369
	65,584,369	**72,027,109**

25. Lease rentals on operating lease

	2025 R'000	2024 R'000
Operating lease expenses	17,120,282	15,808,257
Service in-kind state-owned properties	25,819,354	25,697,450
	42,939,636	**41,505,707**

The NLSA occupies the following properties:

1. 228 Johannes Ramokgoase Street. Pretoria Campus
2. 5 Queen Victoria street. Capetown Campus
3. 62 Queen Victoria street. Centre for the Book
4. Matrix house Capetown. This property has been leased from the Department of Public Works and Infrastructure. Lease term ended 28 Feb 2025. Currently NLSA is on a 12 months contract with the department.

26. General expenses

	2025 R'000	2024 R'000
Advertising	113,811	180,908
Bank charges	132,385	126,333
Consumables	129,362	-
Insurance	798,098	25,095
Conferences and seminars	447,190	464,074
Hosting of events	923,025	467,176
Computer expenses	-	17,533
Periodicals and serials	-	8,898
Motor vehicle expenses	50,435	105,587
Postage and courier	168,171	88,421
Printing	2,733,360	2,472,516
Protective clothing	-	54,254
Stationery	454,746	690,739
Telephone expenses	707,378	880,925

	2025 R'000	2024 R'000
Training	89,926	11,292
Travel - local	3,722,067	4,139,430
Travel - overseas	973,990	489,557
Water & Electricity	14,369,985	11,117,470
Other general expenses	3,065,546	4,457,398
	28,879,475	**25,797,606**

27. Auditor's remuneration

	2025 R'000	2024 R'000
External audit fees	1,799,635	1,710,144
Internal audit fees	1,032,585	298,090
	2,832,220	**2,008,234**

28. Contracts, consultants and professional fees

	2025 R'000	2024 R'000
Cleaning	3,570,836	2,628,204
Security	3,828,946	3,008,424
Consulting and professional fees	4,962,663	12,120,983
Board, audit committee fees and travel expenses	1,320,859	839,028
Network maintenance and service providers	229,619	614,233
	13,912,923	**19,210,872**

Consulting and professional fees includes legal services.

29. Subscriptions and licenses

	2025 R'000	2024 R'000
Software licenses	4,647,962	3,422,040
Subscriptions and memberships	4,474,135	4,601,102
	9,122,097	**8,023,142**

30. Repairs and Maintenance

	2025 R'000	2024 R'000
Repairs and maintenance	12,861,982	7,790,089

Relates to repair and maintenance for immoveable property. This is excluded from note 7

31. Cash used in operations

	2025 R'000	2024 R'000
(Deficit) surplus	(2,840,656)	3,415,456
Adjustments for:		
Depreciation and amortisation	5,230,406	5,833,840
Gain on sale of assets and liabilities	313,096	73,370
Fair value adjustments	(450,700)	(268,200)
Movements in operating lease assets and accruals	(4,642)	-
Movements in retirement benefit assets and liabilities	3,847,000	3,568,736
Movements in provisions	(436,638)	39,078
Gains from legal deposits	(1,739,346)	(1,859,016)
Other non-cash items	-	6
Changes in working capital:		
Receivables from exchange transactions	178,919	(1,567,339)
Other receivables from non-exchange transactions	-	6,358,750
Prepayments	634,849	(2,882,699)
Payables from exchange transactions	(519,728)	(156,751)
Unspent conditional grants and receipts	(16,073,744)	(23,561,873)
Principal funds obligation	-	156,120
	(11,861,184)	**(10,850,522)**

32. Operating (deficit) surplus

	2025 R'000	2024 R'000
Operating (deficit) surplus for the year is stated after accounting for the following:		
Operating lease charges		
Premises		
Contractual amounts	16,745,101	14,766,403
Equipment		
Contractual amounts	375,180	303,533
	17,120,281	**15,069,936**
Loss on sale of property, plant and equipment	(313,096)	(73,370)
Loss (gain) on exchange differences	(4,348)	(4,915)
Depreciation on property, plant and equipment	5,230,406	5,833,840

33. Mzansi Libraries Online (Cash balance)

	2025 R'000	2024 R'000
Mzansi Libraries On-Line Project (Cash Balance)		
Opening balance	6,069,715	5,273,595
Add income received	-	844,211
Less expenses paid	(6,703)	(48,091)
Funds transfered	(2,529,924)	-
	3,533,088	**6,069,715**

The cash balance disclosed represents the cash available to the NLSA as at year end for the discharge of its obligations on the grant received from the Bill and Melinda Gates foundation, which is funding the Mzansi Libraries On-line Project adminstered by the NLSA.

Expenditure was paid by the NLSA, transfer of funds from bank accounts will be conducted in the next finanacial year.

34. Financial instruments disclosure

Categories of financial instruments
2025
Financial assets

	At fair value	At amortised cost	Total
	R'000	R'000	R'000
Receivables from exchange transactions	-	993,426	993,426
Bequest related investments	1,300	-	1,300
Cash and cash equivalents	-	77,859,243	77,859,243
Other financial assets (SABINET Online Ltd shares)	7,760,000	-	7,760,000
	7,761,300	**78,852,669**	**86,613,969**

Financial liabilities

	At fair value	Total
	R'000	R'000
Trade and other payables from exchange transactions	14,023,199	14,023,199

2025
Financial assets

	At fair value	At amortised cost	Total
	R'000	R'000	R'000
Receivables from exchange transactions	-	1,172,345	1,172,345
Bequest related investments	600	-	600
Cash and cash equivalents	-	93,360,489	93,360,489
Other financial assets (SABINET Online Ltd shares)	7,310,000	-	7,310,000
	7,310,600	**94,532,834**	**101,843,434**

Financial liabilities

	At fair value	Total
	R'000	R'000
Trade and other payables from exchange transactions	14,542,928	14,542,928

35. Contingent liabilities

Former employee vs NLSA

The case involves alleged dafamation during the NLSA's presentation to the Portfolio Committee in 2017, the former employee claims against the NSLA and others jointly and severally, the one paying the other to be absolved as follows:

- Damages of R10 million;
- Interest at the prescribed rate of interest on the amount of damage awarded to him from date of judgement to date of payment.

Current employees vs NLSA

- The case involves an employee filling a grievance against NLSA and lodged a dispute with the CCMA, claiming unfair labour practice and subsequently referred the matter to the Labour Court.
- The matter is before the Labour Court to challenge the jurisdiction of the CCMA.

Former employee 2 vs NLSA Non-renewal of fixed term contract-

- The NLSA appointed a supervisor to manage interns for a specific project on a fixed-term contract.
- At the end of the contract, the employee disputed its termination, claiming that she was unaware of the contract's end date.
- She lodged a dispute with the CCMA, and the matter was postponed until the NLSA's HR practitioner returned from maternity leave.

Former employees 3 vs NLSA

- The former employee was charged with workplace bullying and harassment.
- The employee was initially found guilty and dismissed.
- However, the employee appealed to the CCMA, won the case, and the NLSA was ordered to reinstate the employee and cover her costs.

Former employees 4 vs NLSA

- The former employee was charged with gross misconduct and found guilty, resulting in dismissal.
- The employee subsequently lodged a dispute with the CCMA, claiming unfair dismissal.

Service provider vs NLSA

- Appointed a service provider to supply and install equipment.
- At the end of the contract, the service provider sought a judgment against NLSA for the return of the equipment.

The financial implications of current cases

A detailed disclosure of the nature of each claim and / or our estimates of success or actual value of a claim would be highly prejudicial to the entity. Discussion of the details of a claim will indicate to other potential claimants the nature of claim and the estimated quantum of such claims thus potentially encouraging litigation against the organisation. Any estimate of success or failure will also be clearly advantageous to a claimant and highly prejudicial to the entity. So too would an estimate of actual or realistic damage. This will embolden a claimant and render attempts to advantageously settle or defend a claim unlikely. Even where we feel that we are likely to successfully defend a matter a great deal of costs can be saved (to the overall benefit of the entity) by not dislosing to the public the details of our contingent legal liabilities especially cases relating to former employees versus NLSA.

Surrender of surpluses

Accumulated Surplus is subject to National Treasury approval in response to the NLSA appropriate applicaton for such fund retention. The accumulated surplus is determined in terms of the National Treasury Instruction Note No. 12 of 2020/2021. The NLSA will apply to retain the unspent funds which have remained un-expensed at year end.

NLSA is expecting to apply for retention surplus for the current year.

	2025 R'000	2024 R'000
Accumulated Surplus	23,293,936	22,765,963

36. Accounting by principals and agents

The entity was a party to a principal-agent arrangement.

Details of the arrangment(s) is|are as follows:

PESP project

The Department of Sports ,Arts and Culture granted the NLSA Funding of R30 million for the Benefit of National Archives and Records Services of the South Africa as part of the Presidential Employment Stimulus Package on Digitisation of Archival records. The NLSA undertook the process of employing staff for the project and procurement of goods and services as required by the National Archives and Records Services of the South Africa.

A project management administration fee was charged, at a maximum of 10%, at inception of the project. No project management fee was charged in the current financial year.

Community Library project

The Department of Sports Arts and Culture granted the NLSA funding of R5,026,000 for Coomunity Library. The entity understook the process of employing staff for the project and procurement of goods and services as required.

A project management administration fee was charged at a maximum of 10% and an amount of R350,000 was earned in the current year.

The NLSA is expected to refund any allocation, which has not been utilised for the project or which cannot be accounted for, to the satisfaction of the Department or which was paid in error, within 30 (thirty) days from the date of demand by the DSAC.

Entity as agent

Revenue recognised

The aggregate amount of revenue that the entity recognised as compensation for the transactions carried out on behalf of the principal is R350,000 (2024: R-).

Liabilities and corresponding rights of reimbursement recognised as assets

Liabilities incurred on behalf of the principal that have been recognised by the entity are detailed in the reconciliation below. There are no corresponding rights of reimbursement that have been recognised as assets.

Additional information

Revenue and expenses that relate to transactions with third parties undertaken in terms of the principal-agent arrangement

Category(ies) of expenses paid or accrued on behalf of the principal, are:

Amount of expenses paid on behalf of the principal during the reporting period

	2025 R'000	2024 R'000
Purchase of assets	500,000	3,715,557

Receivables and/or payables recognised based on the rights and obligations established in the binding arrangement(s)

Reconciliation of the carrying amount of payables

	2025 R'000	2024 R'000
Trade and other payables		
Expenses incurred on behalf of the principal	8,415,192	3,715,557
Cash paid on behalf of the principal	(8,415,192)	(3,715,557)
	-	-
All categories		
Expenses incurred on behalf of the principal	8,415,192	3,715,557
Cash paid on behalf of the principal	(8,415,192)	(3,715,557)
	-	-

37. Related parties

Relationships

Controlling entity	DSAC
Other Shareholding by the NLSA	1000000 number of shares in Sabinet Online Ltd
Entities under common control	NARSSA
Members of Accounting Authority	See below disclosure
Members of key management	See below disclosure

Related party balances

	2025 R'000	2024 R'000
Financial assets		
SABINET Ltd	7,760,000	7,310,000
Conditional Grant obligation		
Conditional grant obligation - Refer to note 20	(34,877,174)	(52,426,508)
Principal grant obligation - NARSSA - Refer to note 16	(252,057)	(252,057)
Related party transactions		
Income Received		
Conditional grant income received - Refer to note 20		
Conditional grant reliased income - Refer to note 23		
Annual Appropriation from DSAC	123,794,000	117,953,000
Dividends and other income received from SABINET Ltd	1,654,045	678,333
Service in-kind income - DSAC	25,819,354	25,697,450
Conditional grant realised	25,260,205	39,646,953
Management project fees - DSAC	350,000	-
Expenses paid		
Subscriptions and other expenses paid to SABINET Ltd	(4,291,760)	(3,633,864)
Rental expense - DSAC	(25,819,354)	(25,697,450)

Remuneration of management

Management class: Board members

2025

Name	Fees for services as a board member	Other benefits received	Total
	R'000	R'000	R'000
Dr Refiloe Mabaso (Board Chairperson)*	61,119	-	61,119
Dr/Adv. Mphalane Makhura*	25,788	-	25,788
Ms Faith Khanyisiwe Dubazana*	41,558	-	41,558
Mr Thilivhali Ramawa*	63,826	2,420	66,246
Ms Thembisa Jimana*	40,573	-	40,573
Dr Sethole Legoabe*	28,856	-	28,856
Adv Mxolisi Zulu*	24,249	-	24,249
Ms Mapule Moswane*	22,409	-	22,409
Mr Lesetja Monana*	16,678	-	16,678
Mr Bernado Maralack (Chairperson of the Board)**	71,577	-	71,577
Adv Lavan Gopaul**	65,929	-	65,929
Mr Siyabonga Masuku**	54,588	-	- 54,588
Ms Julia Norrish**	36,464	-	36,464
Ms Rochelle Daniels**	20,220	-	20,220
Mr Lufuno Nematswerane*		-	
Mr Matsebe Phasha**	42,003	- 10,210	- 52,213
Mr Andre Smith***	39,749	3,920	43,669
Ms Preetha Dabideen**	72,653	-	72,653
Ms Sharifa Chenia**	40,734	-	40,734
Mr Lamlani Dube****	24,600	-	24,600
Mr Ashley Latchu	12,321	-	12,321
Ms Annelise Cilliers*	12,639	-	12,639
	818,533	**16,550**	**835,083**

2024

Name	Fees for services as a board member	Other benefits received	Total
	R'000	R'000	R'000
Dr. Refiloe Mabaso (Board Chairperson)	101,418	4,166	105,584
Dr. Nyelisani Clarence Tshitereke*	3,456	-	3,456
Ms. Faith Khanyisiwe Dubazana	49,737	-	49,737
Mr. Khathutshelo Nethavhani **	1,728	-	1,728
Mr. Phuti Phukubje***	17,377	-	17,377
Ms. Thembisa Jimana	55,391	-	55,391
Mr. Thilivhali Ramawa	26,860	-	26,860
Mr. Trevor Mokeyane ****	20,903	-	20,903
Dr/Adv. Mphalane Makhura	42,350	-	42,350
Dr. Sethole Legoabe	19,032	-	19,032
	338,252	**4,166**	**342,418**

For the financial year end 2024/25 (page 144)

* Resigned on 30 September 2024

**Appointed on 1 October 2024

***Appointed 01 October 2024 and stepped down as Board Chairperson on 31 January 2025, remained a normal Board member

****Appointed on 15 January 2024 as independent ARPC member

For the financial year end 2023/24

* Resigned on 4 May 2023

** Resigned on 8 May 2023

*** Resigned on 30 November 2023

**** Resigned on 4 October 2023

Management class: Key advisors/Sub committees
2024

Name	Fees for services as a board member	Total
	R'000	R'000
Mr. L. Monama (ARP Independent Committee Chairperson)	89,635	342,418
Ms. A. Cilliers (ARP Independent Committee member)	28,974	28,974
Dr. T. Sethibe (ARP Independent Committee member)	12,252	12,252
	130,861	**130,861**

Management class: Executive management 2025

Name	Basic salary	Pension Contribution	Travel Allowance	Termination benefits	Acting Allowance	Other benefits received	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Mr. KD Madumo (National Librarian and CEO)	1,998,781	136,148	183,326	253,869	-	15,400	2,587,524
Mr. GG Ditsele (Chief Financial Officer)	729,194	56,575	-	118,390	-	-	904,159
Mrs. NP Musa (Executive Director Core Programmes)	1,242,584	112,066	-	-	-	-	1,354,650
Mrs. J Bhadais (Acting Executive Director Corporate Service)	1,065,251	83,229	-	-	176,302	27,996	1,352,778
Ms. B Moleme (Director Business Development)	1,054,604	132,432	-	-	-	39,492	1,226,528
Mr. LM Maphile (Director Public Engagement)	985,085	76,181	-	-	-	16,800	1,078,066
Mangolele H (Board Secretary)	425,144	-	-	-	-	7,000	432,144
Ms. L Lobelo (Acting Director Finance and SCM)	-	-	-	-	152,096	-	152,096
Mr. SD Segalabutla (Acting Director Information Communications Technology)	-	-	-	-	340,925	-	340,925
Ms. N Nodada (Acting Director: Conditional Grant and Special Projects)	-	-	-	-	83,834	-	83,834
Mr M Nkuna (Acting Board Secretary)	-	-	-	-	61,280	-	61,280
	7,500,643	**596,631**	**183,326**	**372,259**	**814,437**	**106,688**	**9,573,984**

2024

Name	Basic salary	Pension Contribution	Travel Allowance	Termination benefits	Acting Allowance	Other benefits received	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Mr. KD Madumo (National Librarian and CEO)	2,075,399	175,392	199,992	-	-	16,800	2,467,583
Mr. GG Ditsele (Chief Financial Officer)	1,442,990	109,324	-	-	-	-	1,552,314
Mrs. NP Musa (Executive Director Core Programmes)	1,213,810	108,276	-	-	-	-	1,322,086
Mrs. J Bhadais (Acting Executive Director Corporate Service)	922,210	71,219	-	-	299,853	27,996	1,321,278
Ms. B Moleme (Director Business Development)	1,021,245	127,339	-	-	-	36,732	1,185,316
Mr. WM Seabelo (Director Human Resources Management)**	-	-	-	26,410	-	-	26,410
Mr. LM Maphile (Director Public Engagement)	957,320	73,251	-	-	-	16,800	1,047,371
Ms. A Mahlangu (Acting Director Human Resources Management)	-	-	-	57,063	76,600	-	133,663
Mr. WA Present (Board Secretary)*	79,526	6,279	-	29,453	-	1,400	116,658
Ms. L Lobelo (Acting Director Finance and SCM)	-	-	-	-	37,472	-	37,472
Mr. SD Segalabutla (Acting Director Information CommunicationsTechnology)	-	-	-	-	335,336	-	335,336
Ms. N Nodada (Acting Director: Conditional Grant and Special Projects)	-	-	-	-	335,337	-	335,337
Mr M Nkuna (Acting Board Secretary)	-	-	-	-	168,519	-	168,519
	7,712,500	**671,080**	**199,992**	**112,926**	**1,253,117**	**99,728**	**10,049,343**

*Resigned 30 April 2023."
** Resigned 31 March 2023.

38. Commitments

	2025 R'000	2024 R'000
Authorised capital expenditure		
Already contracted for but not provided for		
Property, plant and equipment	15,968,933	2,105,545
Total capital commitments		
Already contracted for but not provided for	15,968,933	2,105,545
Authorised operational expenditure		
Already contracted for but not provided for		
Special Projects (Conditional grants)	-	50,000
Security and cleaning	20,820,758	2,018,047
General Expenses	23,305,839	11,701,500
Consulting and Professional fees	4,160,011	2,648,526
	48,286,608	**16,418,073**
Total operational commitments		
Already contracted for but not provided for	48,286,608	16,418,073
Total commitments		
Total commitments		
Authorised capital expenditure	15,968,933	2,105,545
Authorised operational expenditure	48,286,608	16,418,073
	64,255,541	**18,523,618**
Operating leases - as lessee (expense)		
Minimum lease payments due		
- within one year	16,157,458	14,825,460
- in second to fifth year inclusive	431,216	303,533
	16,588,674	**15,128,993**

A devolution of budget regarding the lease of private property was effected by the DSAC in 2018/19.This led to NLSA taking over the lease agreement of the Matrix house. This lease agreement came to an end on 29 February 2024. NLSA has a 12 months contract with DPWI for a period of 12 months, ending 28 February 2025.

Included in operating leases is the rental for photocopy machines to expire on 31 March 2026 and MTN lease for telephones.

39. Risk management Financial risk management

The NLSA is exposed to a variety of financial risks which includes market risk (i.e currency risk, interest rate risk and price risk), credit risk and liquidity risk.

Liquidity risk

Liquidity risk is the risk that the NLSA would not be able to meet its financial obligations as they fall due. The NLSA manages liquidity risk through the compilation and monitoring of cash flow forecasts as well as ensuring that there are adequate banking facilities.The maturity profiles of the financial instruments are summarised as follows:

At March 31, 2025

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
	R'000	R'000	R'000	R'000
Trade and other payables	14,023,199	-	-	-

At March 31, 2024

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
	R'000	R'000	R'000	R'000
Trade and other payables	14,542,928	-	-	-

Credit risk

At year end, the NLSA considers if there is any significant concentration of credit risk which had not been insured or adequately provided for.

Potential concentrations of credit risk consist mainly of cash and cash equivalents and trade receivables.

The NLSA limits its counterparty exposures from its money market investment operations by only dealing with well established financial institutions of high quality credit standing. The credit exposure to any one counterparty is managed by monitoring transactions.

Trade and other receivables are shown net of impairment. In the current year no impairment occurred on trade receivables.

The NLSA is exposed to credit related losses in the event of non-performance by counterparties. The NLSA continually monitors its positions and the credit rating of its counterparties and limits the extent to which it enters into transactions with any one party.

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at year end were as follows:
`

	2025	2024
	R'000	R'000
Financial instrument		
Trade and other receivables	993,426	1,172,345
Cash and cash equivalents	77,859,243	93,360,489

Fair value of financial instruments

In the opinion of management the carrying value of financial instruments approximates their fair values. Financial instruments traded in an active market

Financial instruments traded in an organised financial market are measured at the current quoted market price, adjusted for any transaction costs necessary to realise the assets or settle the liabilities.

Market risk

Interest rate risk

The NLSA's interest rate risk arises from borrowings and cash held in the bank. Borrowings and cash at variable rates expose the NLSA to cash flow interest rate risk. Borrowings and cash at fixed rates expose the NLSA to fair value interest rate risk.

The Entity's Interest rate profile of interest-bearing financial instruments at 31 March 2025 was

Financial instrument	Current interest rate	Due in less than a year	Due in one to two years	Due in two to three years	Due in three to four years	Due after five years
	%	R'000	R'000	R'000	R'000	R'000
Short term fixed deposits	7.50 %	77,856,821	-	-	-	-

The Entity's Interest rate profile of interest-bearing financial instruments at 31 March 2024 was

Financial instrument	Current interest rate	Due in less than a year	Due in one to two years	Due in two to three years	Due in three to four years	Due after five years
	%	R'000	R'000	R'000	R'000	R'000
Short term fixed deposits	6.50 %	-93,358,248	-	-	-	-

Foreign exchange risk

Foreign currency exposures arise from the purchase of books. Forward exchange contracts are not utilised to manage exposures relating to confirmed commitments.

No forward exchange contracts were entered into during the financial year ended 31 March 2025. Uncovered foreign exchange exposure

At year end the NLSA was not exposed to any material fluctuations in foreign currency denominated assets and liabilities forwhich no forward cover had been taken out.

Sensitivity analysis

As the NLSA has no significant foreign currency exposure at year end, the effect of a 1% strengthening or weakening of the Rand against the foreign currencies at balance sheet date is not considered material.

No forward exchange contracts were entered into during the financial year ended 31 March 2025. Uncovered foreign exchange exposure

At year end the NLSA was not exposed to any material fluctuations in foreign currency denominated assets and liabilities for which no forward cover had been taken out.

Sensitivity analysis

As the NLSA has no significant foreign currency exposure at year end, the effect of a 1% strengthening or weakening of the Rand against the foreign currencies at balance sheet date is not considered material.

40. Fruitless and wasteful expenditure

	2025 R'000	2024 R'000
Opening balance as previously reported	-	-
Add: Fruitless and wasteful expenditure identified - current	89,926	-
Balance	**89,926**	**-**

No fruitless and wasteful has been identifed in the prior year and a fruitless and wastful expenditure was identified for interest and penalties on late PAYE payment in the current year.

41. Irregular expenditure

	2025 R'000	2024 R'000
Opening balance as previously reported	-	-
	-	**-**
Add: Irregular Expenditure - prior period	-	-
Less: Amount recoverable - current	-	-
Closing balance	**-**	**-**

42. Going concern

We draw attention to the fact that at March 31, 2025, the entity had a accumulated surplus of R48,514,665 and that the entity's total assets exceed its liabilities by R1,944,297,823.

The audited annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

43. Events after the reporting date

There were no events after the reporting date.

44. Prior period errors

Interest accrued was corrected as the interest earned was accounted for in the incorrect preriod due to bank statement being incorrect.

Subscription fees was corrected as the fees invoice at a later date.

Heritage assets were revalued to account for assets that were not included in the prior periods as required by GRAP 103.

The correction of the error(s) results in adjustments as follows:

	2025	2024
	R'000	R'000
Statement of Financial Position		
Payables from exhange transactions	-	2,161
Interest Accrued	-	(198,849)
Heritage Assets	-	1,875,741,887
Opening Accumulated Surplus or Deficit	-	(1,875,741,887)
Statement of financial performance		
Interest received	-	198,849
Subscription	-	(2,161)

45. Comparative figures

Certain comparative figures have been reclassified.

Reclassify coupon refunds with debit balance incorrectly classified as payables. As weell other salaries receivables classified and payables in the prior year.

The effects of the reclassification are as follows

Statement of financial position
2024

	Note	As previously reported	Correction of error	Re- classification	Restated
		R'000	R'000	R'000	R'000
Receivables from exchange transactions	4	293,040	198,849	680,456	1,172,345
Payables from exchange transactions	12	13,860,305	2,167	680,456	14,542,928
Hertitage assets	9	24,976,417	1,875,741,887	-	1,900,718,304
		39,129,762	**1,875,942,903**	**1,360,912**	**1,916,433,577**

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RP257/2025
ISBN: 978-1-83491-100-7

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