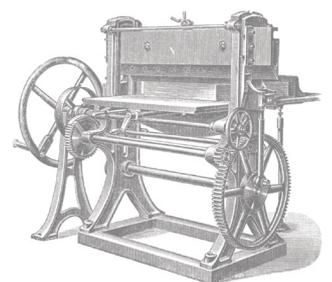




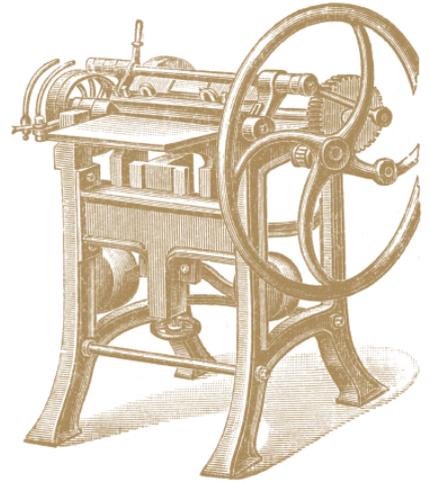
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THE GOVERNMENT PRINTING WORKS ANNUAL REPORT



government
printing

Department:
Government Printing Works
REPUBLIC OF SOUTH AFRICA



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THE GOVERNMENT PRINTING WORKS



ANNUAL REPORT



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GAZETTE DEFINITIONS

GOVERNMENT GAZETTE

National government publishes the Government Gazette every Friday as a tool to communicate messages of national importance to the general public. It contains information of a legal, administrative and general nature.

EXTRAORDINARY GAZETTE

As part of the daily administration of the country, specific matters of an urgent or emergency nature may arise, which must be communicated to the public.

Due to the urgency, such matters may not be suitable to stand over until a Friday and subsequently are published as Extraordinary Gazettes. These gazettes are thus supplementary editions of the Government Gazette and are published any day of the week and when required.

REGULATION GAZETTE

This gazette contains information that government wishes to communicate specifically pertaining to regulations.

LEGAL GAZETTE

Members of the public must communicate specific actions to the general public, such as sales in execution, personal name changes and so on, to comply with various stipulations of the law. The Legal Gazette contains information that falls within these categories.

LIQUOR LICENCE GAZETTE

This is a special edition of the Government Gazette, which contains applications for liquor licences only. It is published in addition to the weekly Government Gazette. Should there be parties wishing to oppose the granting of said licences, it is much easier if they are contained within a single edition of the gazette.

MONTHLY GAZETTE INDEX

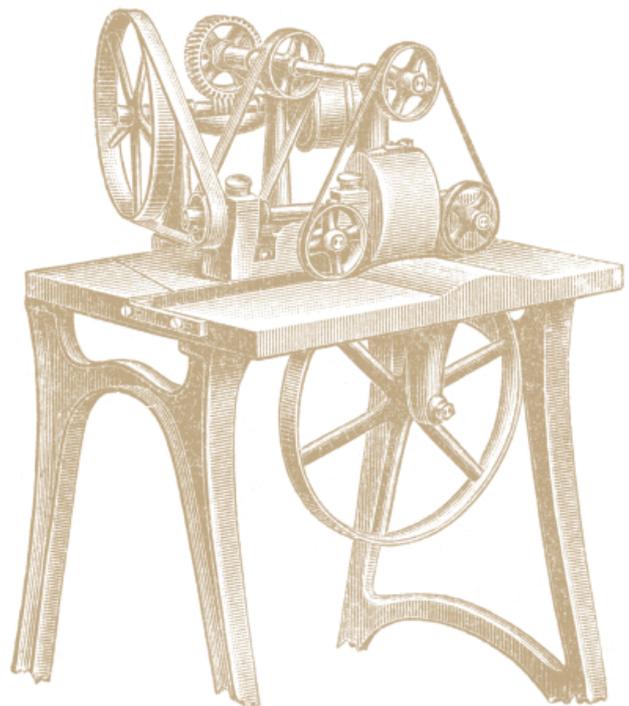
Since there are many gazette editions in addition to the weekly gazette, the Government Printing Works (GPW) compiles an index of all gazettes published over a month. This is a service to the public, to assist interested parties in keeping track of all editions.

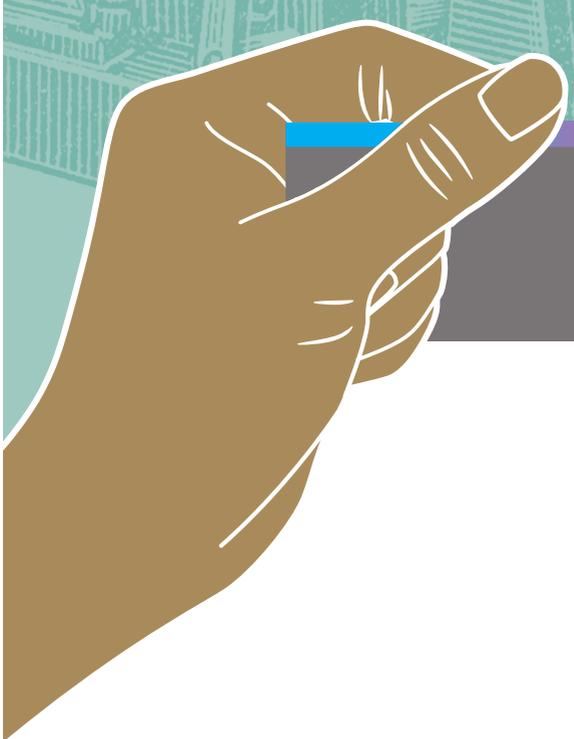
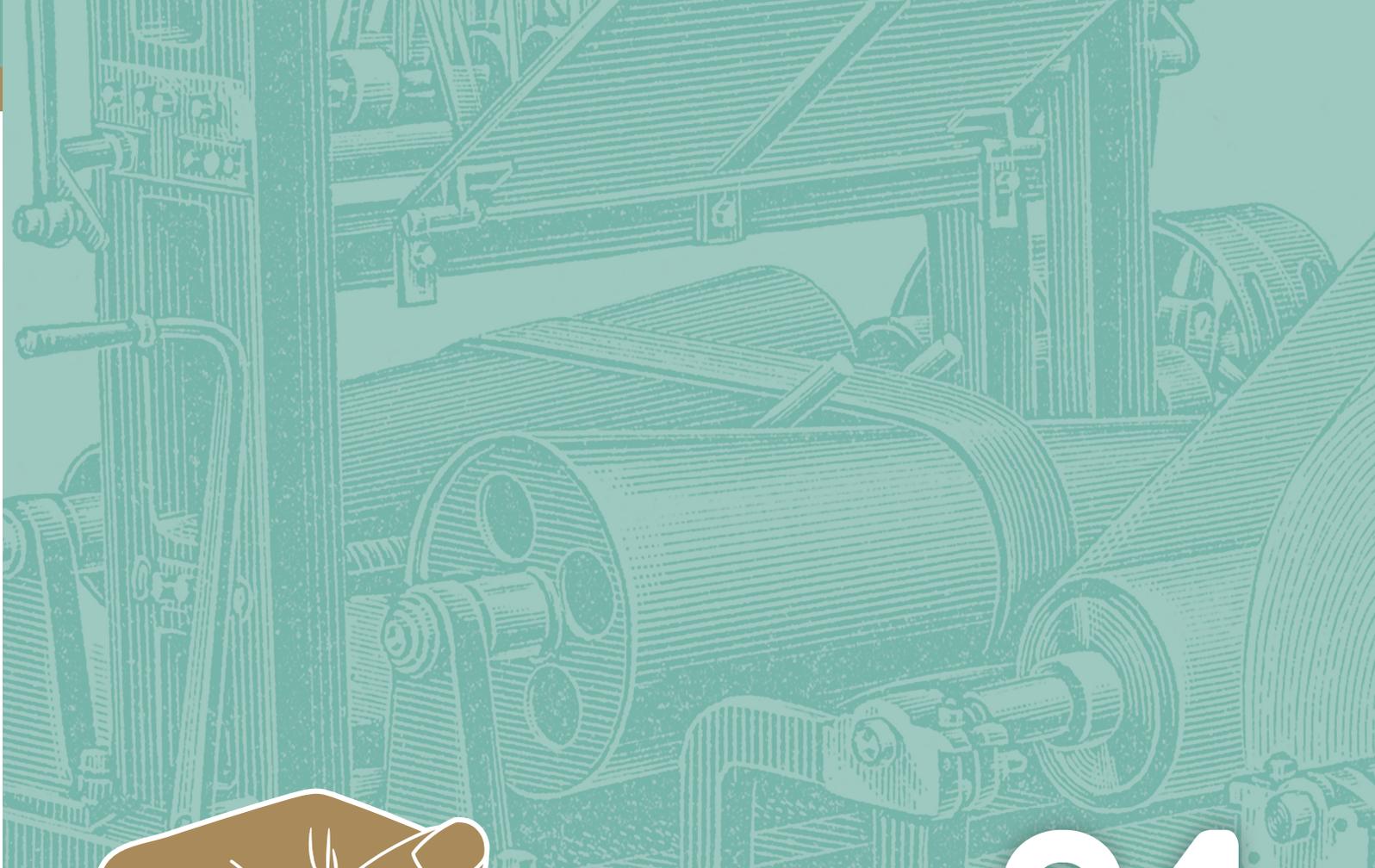
PROVINCIAL GAZETTE

The Provincial Gazette serves the same purpose as the Government Gazette, however, on the level of provincial government. It is a tool to communicate messages of provincial importance to the general public and contains information of a legal, administrative and general nature.

TENDER BULLETIN

The Tender Bulletin is printed on behalf of the Department of Finance. It provides a summary of all procurement planned by national government, which is of assistance to prospective vendors and suppliers.





CHAPTER

01

>>>> OVERVIEW

Esteemed Minister of Home Affairs, Mr Malusi Gigaba gives an outline on the innovations, achievements and progress made by the Government Printing Works (GPW), while the GPW's CEO, Prof. Anthony Mbewu provides further information on how the organisation is transforming into a modern print and media company.

PREFACE



The Government Printing Works (GPW) has made considerable progress in the past financial year towards reaching its vision of becoming 'the State's mandated security printer'.

The mission of GPW is to provide:

- cost effective, reliable and timeous services to all spheres of government in printing;
- the public with equitable information; and
- dissemination of government information; through technology, innovation and service excellence

The GPW is a Government Component reporting to the Minister of Home Affairs; and defrays all its operating costs from revenue earned.

In October 2013 the GPW began the manufacture of smart ID cards for the Department of Home Affairs, producing over 100 000 smart ID cards by 31 March 2014; with a plan to replace all 38 million ID books with smart ID cards over the next 6 years.

The GPW also prints the Government Gazette; and since 2012 has introduced an electronic Government Gazette accessed through its website www.gpwnline.co.za

Notable initiatives by GPW in this financial year include three new pieces of equipment purchased as part of the asset replacement programme. This programme entails spending R 600 million over the MTEF period to replace outdated technology and machinery.

Simultaneously the GPW is renovating at a cost of over R 1 billion the old government garages in Visagie Street in order that, by 2017, the entire company will move into refurbished, modern facilities. Thus far the Passport and Smart ID Card Factory, and High Security Printing Division are operational with a Passport, Smart ID Card and Examination Papers Dispatch Centre coming on stream in 2015.

The ongoing introduction of highly secure documents and smart cards will gradually eliminate identity theft, fraud and forgeries; whilst presenting the challenge of combatting cyber crime.

Over the coming few years the GPW plans to complete the transition to a State-owned Enterprise, printing on a variety of media such as paper and polycarbonate; and using paper and IT in its internal processes, and its external products and services. This journey has seen the revenue of GPW double since 2009 to reach R 781 million, with an envisaged two or three fold increase in revenue over the next 5 years.

These developments are consonant with the international benchmark of state printers in the USA, France and Germany; and will necessitate radical upgrades in printing technology, facilities, IT systems, and human resource capabilities.

The Enterprise Resource Planning (ERP) system went on line in October 2012, and is currently being optimised. It integrates management information flow in the finance and production environments using an IT backbone.

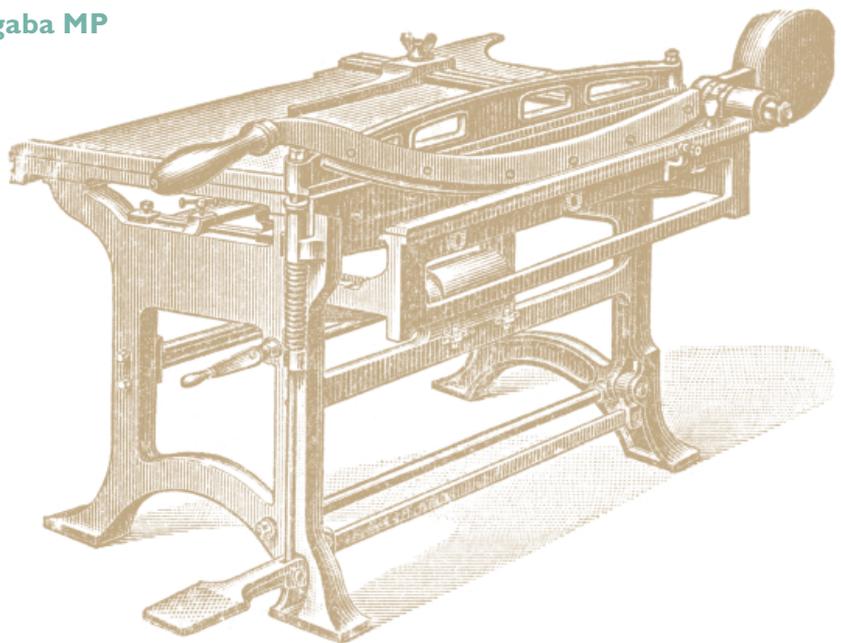
The new unabridged birth certificate was launched, as well as other documents for Government such as education certificates with enhanced security features.

This year past has seen the GPW continue on its path of improved service delivery, and transformation into a modern print and media company. These developments will ensure that South African citizens, and the government departments that serve them, are empowered with state of the art, secure means of identification such as passports and smart ID cards.

By 2017 the GPW plans to consolidate its position as the leading security printer in Africa, and one of the leaders in the field worldwide.



The Honourable Mr Malusi Gigaba MP
Minister of Home Affairs



CHIEF EXECUTIVE OFFICER'S REPORT



The 2013/2014 financial year saw the Government Printing Works' (GPW) complete its transformation into a government component; and achieve its vision of becoming the 'security printer of choice' for government. Over the coming few years the GPW hopes to complete its journey to becoming a State-owned Company.

For the fifth year in a row the GPW obtained an unqualified audit for the 2013/2014 financial year, with reductions in audit findings year by year. The GPW consolidated its position as a government-owned entity running on sound business principles; with all its operations financed through revenue it generates through the services it provides.

The GPW continues with its mission to:

- provide cost effective, reliable and timeous services to all spheres of government in printing
- provide the public with equitable information
- disseminate government information through technology, innovation and service excellence

Significant developments in 2013/2014 included:

- The launch of the smart ID card, with 134 867 produced in 2013/2014, and a target of 38 million over 6 years
- Business transformation – with ICT increasingly used both for internal processes, such as an enterprise resource planning (ERP) system; as well for external services and products such as the electronic Gazette
- The mid way point in a R600 million asset recapitalisation programme which will see all of GPW's printing equipment replaced with new state of the art machines by 2017
- The start of renovation of Pavilion three into a modern printing facility and dispatch centre
- The continuing migration of GPW employees into a new GPW Establishment

The core business of GPW is the rendering of security printing and related services to Government Departments, Provincial Institutions and Local Authorities, which entails the following:

- Compiling, editing, printing and distributing Official Gazettes
- The procurement and stocking of departmental forms and face value documents
- The production of high security documents and also general printing
- The procurement and distribution of standard stationery items

The GPW produced in the year 2013/2014:

- 657 600 state of the art passports, which are virtually impossible to forge
- 1 884 326 green identity books with a turnaround time of 3 days
- 134 867 smart ID cards
- 21 902 988 matriculation examination papers to specified time and quality parameters
- 2 573 editions of the Government Gazette

The electronic gazette, launched in August 2012, has now been bedded down, with plans for enhancement in 2014 with the facility to submit documents electronically in PDF files. The e-Gazette is accessible to the public on the GPW website (www.gpwonline.co.za) that was launched in the third quarter of 2012.

The procurement process was completed for four smart ID card personalisation machines, and preprinted blank polycarbonate cards. Three of the machines are housed in the passport factory at Visagie Street, and the fourth at the Disaster Recovery Site. They were inaugurated by President Jacob Zuma on 9 August 2013, the anniversary of the women's anti-pass protest march of 1956; with the four machines being named after the four women who led that march: Lilian Ngoyi, Rahima Moosa, Helen Joseph and Sophie de Bruyn. As the President reflected when he inaugurated the machines, the launch of the smart ID card project is symbolic of the restoration of the identity, dignity and citizenship of all South Africans, irrespective of race, gender, creed or class.

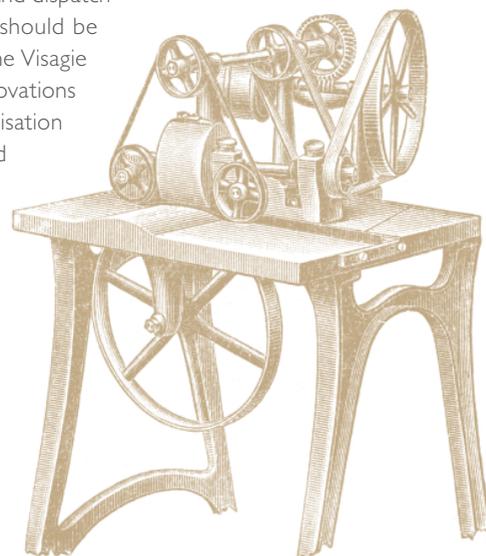
The first smart ID card produced was presented to Zindzi Mandela, the daughter of the late President Nelson Mandela, on his birthday the 15th of July 2013: "Madiba Day", in a ceremony at the Union Buildings in Pretoria. Production of the smart ID cards for the general public began on 15th October 2013, with a view to ramping up production so that all 38 million green ID books can be replaced with smart ID cards over the next five years.

The GPW purchased three new pieces of equipment as part of its R600 million asset recapitalisation programme. Four machines were purchased at a cost of R60 million to personalise the new polycarbonate smart ID cards. The recapitalisation programme will facilitate the transformation of the GPW into a modern print and media company over the coming years; using advanced information technology systems in its financial and production processes; employing both paper, synthetic substrates and internet-based media to deliver its products.

The business processes of the GPW are being revamped with a new Enterprise Resource Planning system (ERP) that went live in October 2012. This ensures integration of management information flow between the financial and production environments of the GPW; including activity-based costing to improve the efficiency and accuracy of reporting and management in GPW.

The R1 billion renovation of the Visagie Street, Pretoria site finally got under way with the start of conversion of Pavilion three into a modern printing facility and dispatch centre for passports, smart ID cards, and examination papers. This should be completed by mid 2015. The development team for the remainder of the Visagie Street site began work on developing a site masterplan, with the renovations due to be completed by 2017. It is hoped that by 2017 the entire organisation will relocate from Bosman Street to Visagie Street to newly refurbished facilities, and completely new machines.

The complement of senior management posts was reduced from 30 to 25, with nearly half of these already filled; and the overall SMS vacancy rate in the organisation was reduced from 73% to 64% in 2012/2013 to 36% in 2013/2014. Full implementation of the new GPW establishment has been held up by delays in migration to the Visagie Street site. Currently 555 staff work at GPW but this is set to increase as the new structures are established. Adequate remuneration of these staff remains a challenge; and negotiations are continuing to try and obtain a special salary dispensation for GPW to bridge the gap with salaries for equivalent posts in the printing industry.



CONCLUSION

The GPW has completed its 4 year path to transition from a Government Sub Department to a Government Component. Revenue has doubled over the past 5 years to reach R 781 million; and is set to double again within the next few years. New customers continue to seek the security printing services of GPW, including government departments seeking cost cutting measures by utilising GPW's printing services.

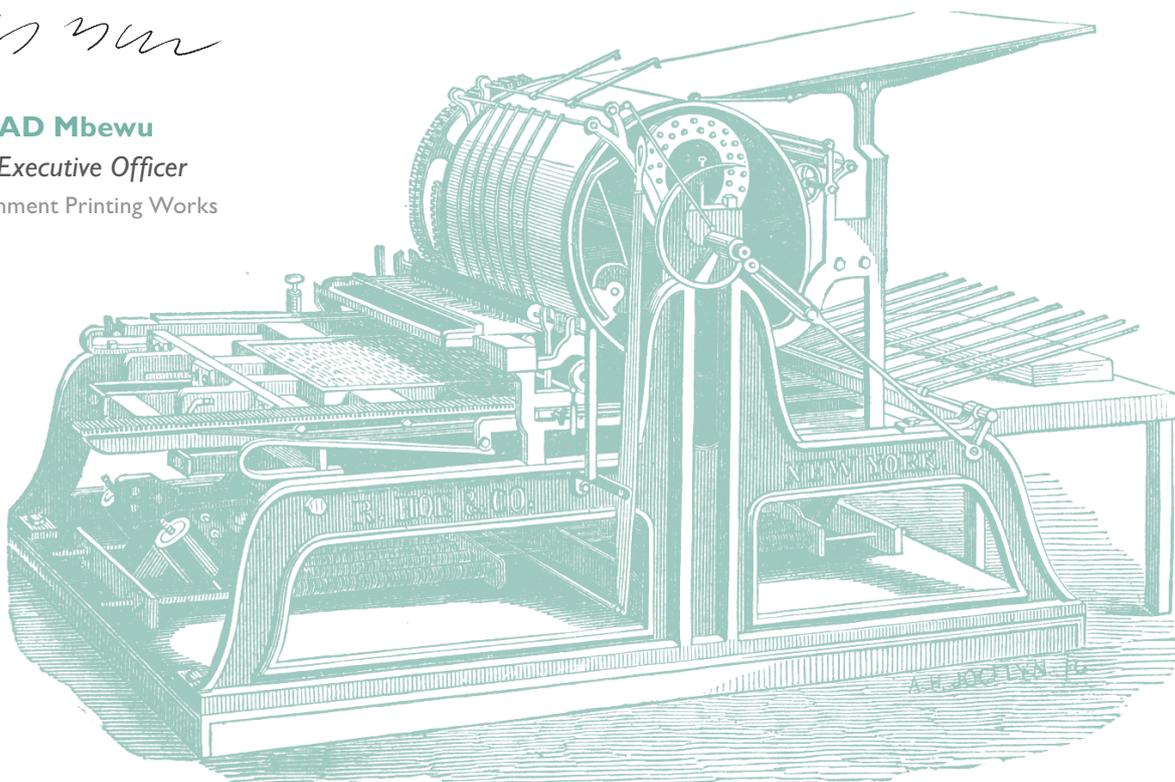
The procurement process for personalisation machines and blank cards for the smart ID card project was completed without legal challenge, after eleven years of previously failed attempts. The production target of 100 000 smart ID cards in 2013/2014 was exceeded.

The recruitment and retention of skilled human resources remains a serious challenge to GPW; as well as the problem of addressing deficiencies in the remuneration structures.

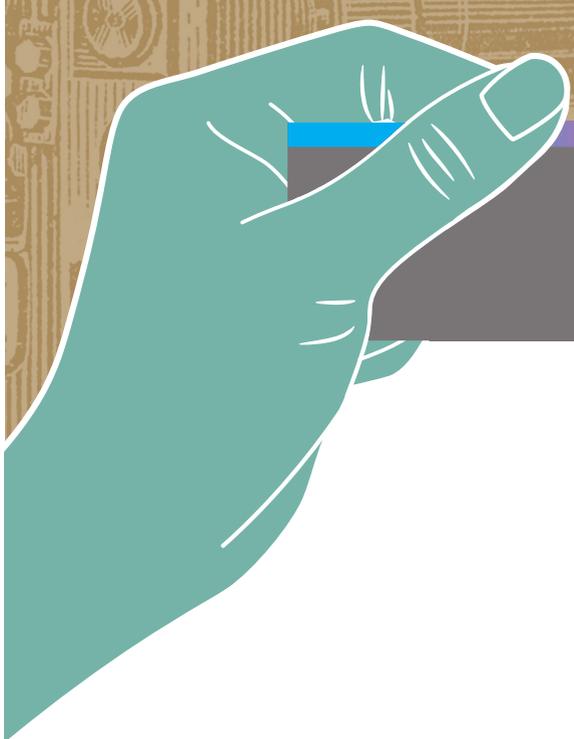
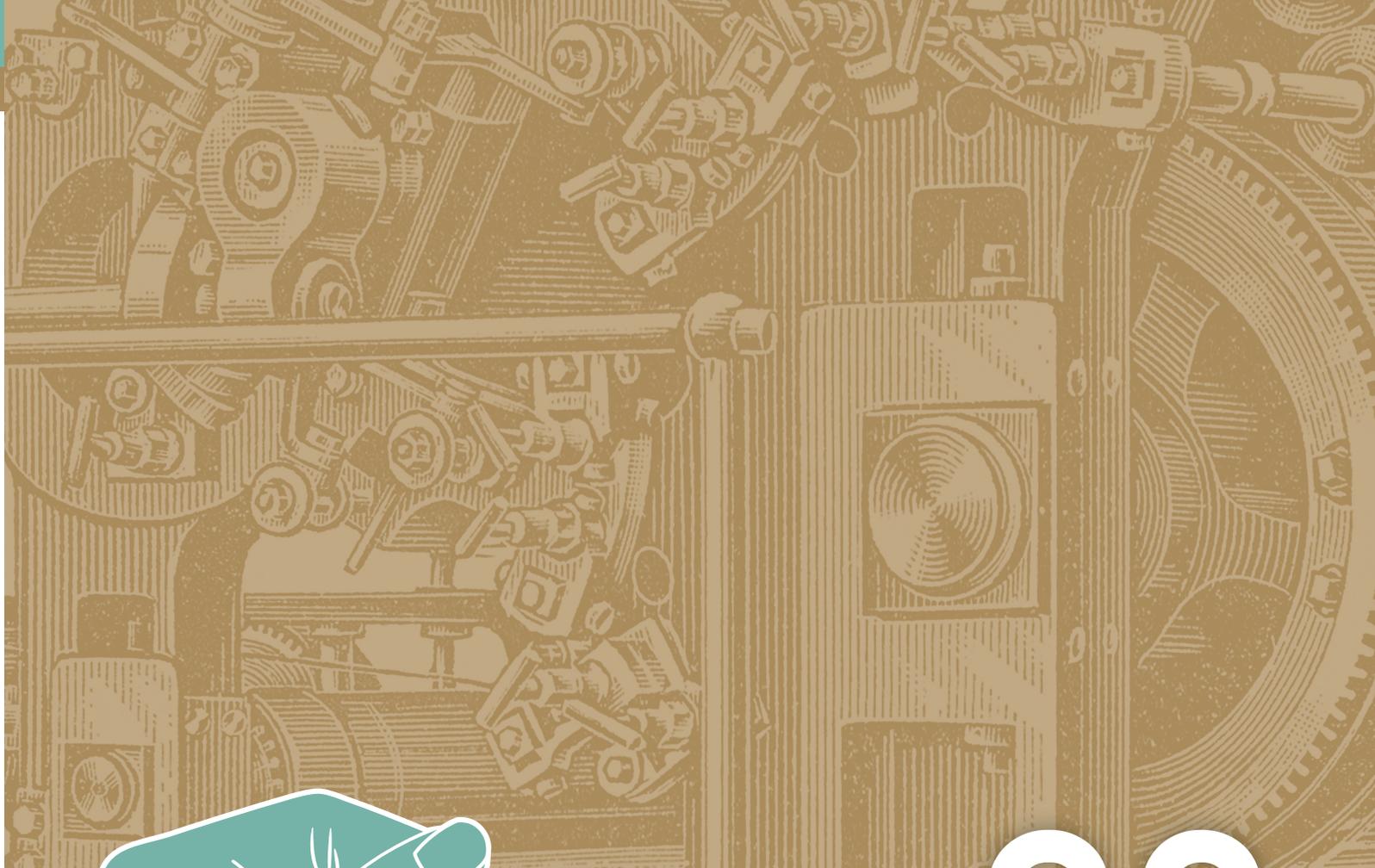
Renovation of Pavilion three at the Visagie Street site began, as well the development of a site master plan for the development of the remainder of the site.

The enterprise resource planning system continues to function well, as do the public website and electronic gazette. With the strong and unwavering support received from the Minister of Home Affairs and his Department, we anticipate meeting all the challenges in the years that lie ahead, including the completion of the transition from a Government Component to a State-owned Company.

Prof AD Mbewu
Chief Executive Officer
Government Printing Works



HOE'S ONE-CYLINDER PRINTING PRESS.



CHAPTER 02

>>>> ABOUT THE GPW

A quick glance about the organisation, its purpose, core values, vision and mission; addressing who the GPW is, what it does and its proposed course of action.

ABOUT THE GPW

The Government Printing Works (GPW) is a South African security printing specialist that deals with the printing of smartcard identity documents, passports, visas, birth certificates and examination materials, as well as government stationery and publications, such as Tender Bulletins and Government Gazettes.

Based in Pretoria, Gauteng, the GPW boasts a rich history spanning more than 125 years, during which it has adhered to the overall goal of security printing, that is, to prevent forgery, counterfeiting and tampering that could lead to fraud and identity theft.

It has done this by continuously updating its technical security printing methods and today boasts a state-of-the-art facility that has been benchmarked internationally and is widely divergent from its humble beginnings.

The GPW operates as a self-funded business within the regulated parameters of South Africa's Department of Home Affairs.

VISION AND MISSION

The market for security printed matter is constantly growing, due to the need for modern security documents that incorporate biometric features. Today, the GPW – which operates based on the core values of reliability, integrity, accuracy and stakeholder satisfaction – is well positioned to benefit from these developments both within South Africa and further afield across the African continent.

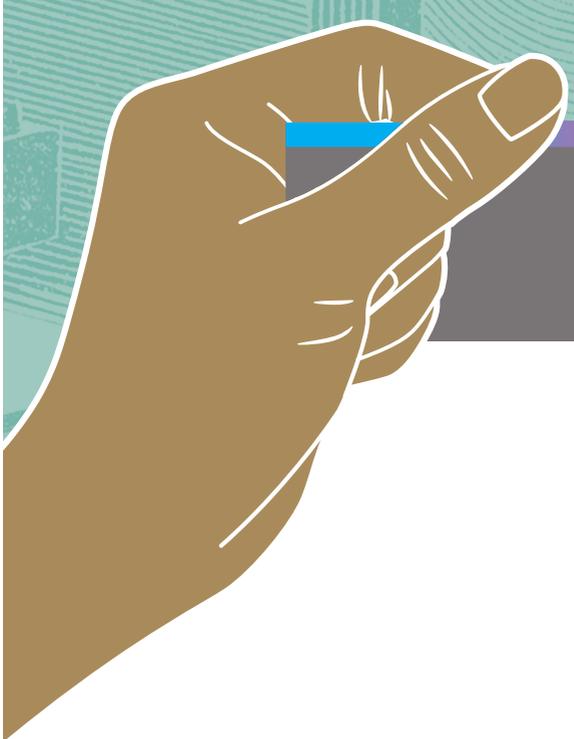
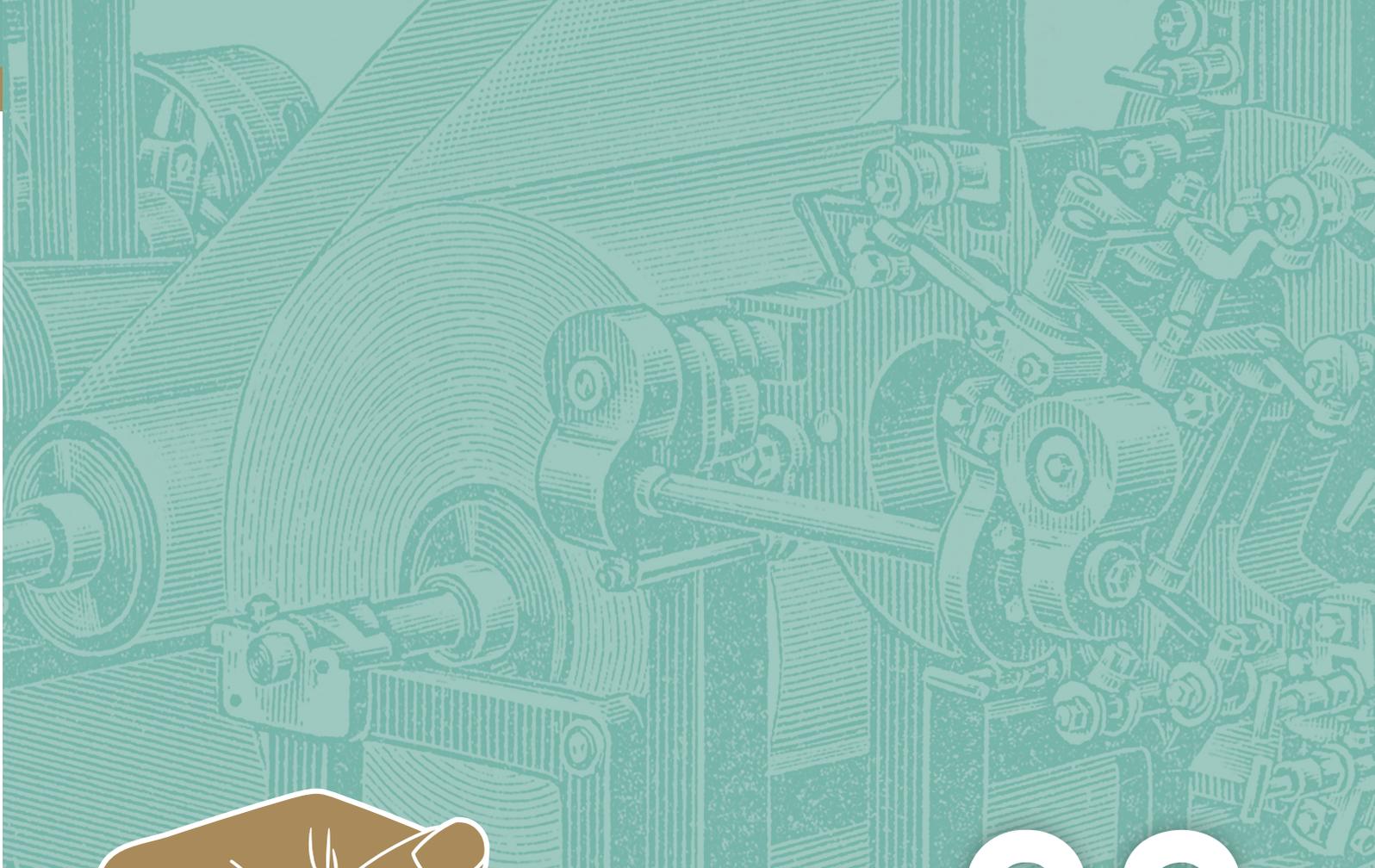
In line with this, the organisation developed its vision and mission, and its business behaviour is governed within these parameters.

Vision:

- To consolidate its position as the state's mandated security printer, while extending its reach into southern Africa's public sectors.

Mission:

- To provide cost effective, reliable and timeous services to all spheres of government in printing;
- To deliver equitable information to the public; and
- To disseminate government information through technology, innovation and service excellence.



CHAPTER 03

>>>> SERVICE OFFERINGS

This section details the GPW's service offerings such as printing services, gazette services, publications, stationery services, consulting services and, of course, its expert security printing capabilities.

SERVICE OFFERINGS

Utilising the latest technologies, the GPW is fully equipped to focus on its customers' communication needs, delivering a comprehensive suite of printing, security printing, publishing and dissemination services to both the South African government and the public.

As the custodian and publisher of Government Gazettes – the official publications used by government to communicate messages of national importance to the general public – the GPW now also provides its customers with convenient electronic access to submit content, read current gazettes and access all back issues.

To further enhance its service offering, the GPW has created an end-to-end consulting service for clients wanting to do business with the organisation. As stated by the National Treasury, government departments wanting to make use of the GPW's services need not go out to tender first.

SECURITY PRINTING SERVICES

Document security features generally function on three levels:

- First level security, which consists of elements such as watermarks and tactile features that can be readily verified with the naked eye under natural light.
- Second level features, made up of hidden elements such as invisible ink and micro-printed text, which can be verified only with the use of elementary tools.
- The most intricate, however, is the third level of security, which comprises covert elements, such as infrared detectable inks, that can be certified only with the use of sophisticated laboratory equipment.

The knowledge and capacity of the GPW to produce documents containing all three levels of security, place it among the most modern printing facilities in the country and in line with international best practice standards.

The GPW has made a significant investment in its Security Printing business unit's facility in Pretoria, which is located within a highly secured environment, ensuring that the internal security measures are also supported and safeguarded by external security factors.

The modern facility prides itself on its multi-unit web press and sheet-fed press, both with the capacity to produce the advanced-feature rainbow printing technology and enabling the use of various high security inks in order to protect documents against forgery.

SPECIALISED SERVICES

Rubberstamps

The GPW has a modern rubberstamp plant to produce regular rubberstamps. It also uses laser technology to produce high security rubberstamps, such as those used for border control (visa stamps).

Document securitising

The GPW has sophisticated laser technology to create high value security features in documents, including logos, images and numbering, as well as the necessary means to secure documents by application of holograms, kinegrams and other security foils.

Passport production

The GPW can manufacture blank International Civil Aviation Organisation (ICAO) compliant booklets in any configuration, including the incorporation of polycarbonate data-pages, for delivery to the customer.

It is also able to personalise passports with polycarbonate data pages, in compliance to ICAO standards, using advanced laser-engraving technology.

Printing services

The GPW provides a full suite of services, which comprises the three main disciplines related to the manufacturing of printed matter – origination, printing and finishing – as well as related specialised services.

Origination

These services relate to the preparation of text, in a format ready for printing, and include:

- Typesetting – a customer can deliver text in written format, which the GPW will typeset.
- Layout and design – the GPW can assist the customer in designing and laying out new documents prior to printing.
- Acceptance of document in most electronic formats and converting such documents to printed formats.

The above includes the development of security features required to safeguard documents against forgery, such as micro text, guilloche backgrounds, vignettes and more.

All of the above relate to both security and non-security printing jobs.

Printing

Once the document is received from origination, it can be printed as:

- offset printing – full colour; high quality printing in sheet format, such as posters, annual reports, passport visa pages and more;
- continuous printing – full colour jobs/ single colour jobs printed in high volumes, including newsletters, census forms, voter registration forms and more; or
- digital printing – either full colour or black and white. Digital printing is used for production of variable data (no two documents are the same), such as voters' rolls, or personalisation of documents, such as certificates and more.

All of the above relate to both security printed matter and non-security printed matter.

Finishing

After receiving printed matter from the print rooms, finishing operations are executed to deliver the printed matter in its final format as:

- sheeted;
- fan folded packs;
- sprocketed continuous stationery (also multipart);
- multipart snapshots;
- folded forms;
- perfect bound books;
- multipart;
- reel-to-reel format;
- books (side stitched and saddle stitched);
- full-bound books (including genuine leather); and
- foil blocking.

All of the above relate to both security and non-security printing jobs.

GAZETTE SERVICES

The GPW is the custodian of a host of government publications: Tender Bulletins, Regulation Gazettes, Provincial Gazettes (excluding the Free State and Western Cape), National Gazettes and legal notices. Some are published weekly, others monthly. As publisher and editor of these official communication tools to the general public, the GPW is accountable for their content.

The Government Gazette business unit compiles, edits and typesets the publications before printing and disseminating them in hard copy and publishing them electronically.

PUBLICATION SERVICES

Publications and hard copy items, such as maps, aviation logbooks, Southern African Development Community (SADC) road traffic signs manuals, motor vehicle forms, patent journals and terminology dictionaries, as well as self-help books created to assist with the social and economic growth of all South Africans, fall under the Publications business unit.

The business unit prints, distributes and acts as a vendor. Products are available to both government departments and the public.

In addition, the business unit also offers the following services:

- copyright administration on government documents;
- ISBN, RP and PR numbers allocation on government documents;
- photocopying;
- lamination/ encapsulation; and
- subscription to government documents.

To meet its mandate, the GPW is required to commit to a substantial investment in sophisticated equipment and processes, which, if restricted to the production of security printed matter only, would not be used economically. It is thus considered imperative that other related non-security services also be rendered by the GPW to ensure optimum use of the institution's internal production capacity.

Consequently, Publications has been established as a self-sustaining business unit within the GPW.

STATIONERY SERVICES

The Stationery Services business unit is responsible for the production of standard documents, such as medicine registers for local clinics, patient cards for hospitals and leave application forms, which are used across government departments, municipalities and other entities.

This division does no printing, only the procuring of stock, warehousing and issuing the items on order to customers. The business unit operates from a 10,000m² warehouse in Zandfontein and has regional support offices in Mmabatho, Polokwane and East London.

Stationery Services also buys paper in bulk directly from the mills (the Zandfontein warehouse can store up to 48,000 boxes of A4 paper at a time) and then sells these to the various departments to be used as copier and fax paper.

CONSULTING SERVICES

The GPW employs professionals with numerous years of knowledge and experience in the fields of printing and security printing. Printing/security printing experts are committed to delivering an end-to-end consulting service and informing the client about how the GPW can add value to their project requirements.

Consulting services include:

- designing the document around the customers' specifications;
- advising on raw materials and best practices printing;
- instructing on security production processes;
- recommending printing methods and paper; and
- educating the client about the selection of security features on offer to protect documents against fraudulent attack.

SMARTCARD MANUFACTURING

The GPW is part of a multi-institutional team appointed by the Department of Home Affairs to deliver South Africa's new ID smartcards. Launched on 18 July 2013 – the 95th birthday of Nelson Mandela – one of the first smartcards manufactured was for Mandela himself, handed over to his daughter, Zindzi, at the Union Buildings in Pretoria.

Following a strict tender process, the GPW identified two world-class suppliers, each with extensive experience in their respective fields, in order to assist in the delivery of the ID cards. Gemalto, a leading digital security solution specialist headquartered in the Netherlands, was awarded the tender to supply blank pre-printed polycarbonate cards, embedded with a contactless microchip, while local player in the secure electronic transaction market, Altech Card Solutions, provided the GPW with four card personalisation machines and automated mailing systems. Manufactured by US-based company, DataCard Group, these machines are able to print 1,000 cards an hour apiece. President Jacob Zuma officially named the machines after the four women who led the 1956 protest: Sophie de Bruyn, Rahima Moosa, Helen Joseph and Lilian Ngoyi.

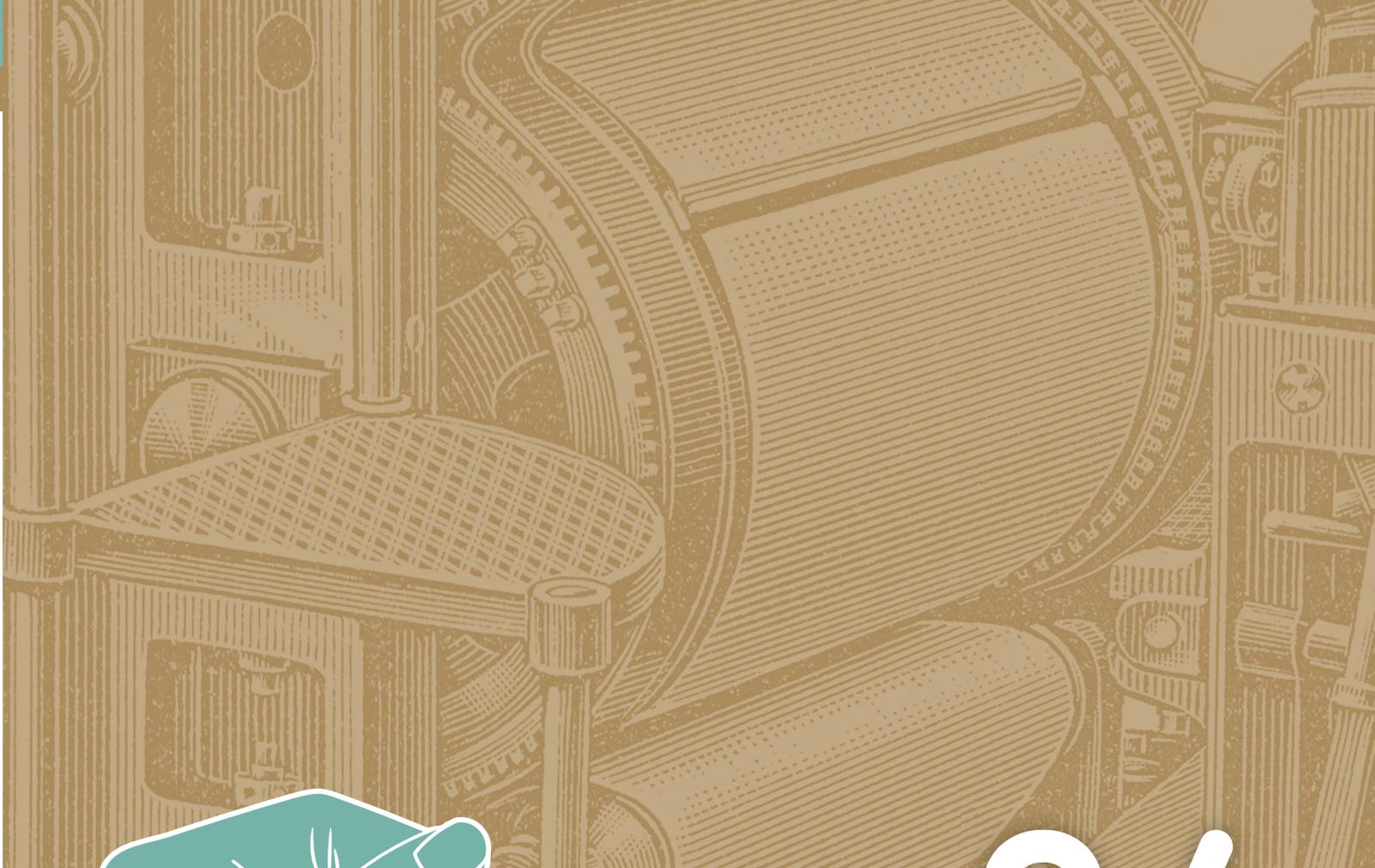
The small, credit card-sized card itself is made of multilayer pure polycarbonate, with a background design that is comprised of fine lines printed as a rainbow image. The photograph of the person and their personal details are laser-engraved, making them extremely difficult to alter or forge. The card's optical security consists of an optical variable device (OVD) and colour-shifting motif, with semi-covert security provided by a coat of arms, which glows under a UV light and is invisible in daylight. A second photograph can be found on the back of the card, with the text "RSA" printed on top of a security number. This side of the card also bears two bar codes. The first is a ID line code with the bearer's identity number (for voting purposes) and the second, a 2D PDF 417 code containing personal details. Logical security is provided by the 80-kilobyte microchip, which carries the bearer's name, photo and fingerprints.

South African cryptographic based security solution provider, LAWtrust, has set up a public key infrastructure within the Home Affairs/ GPW secure network. This is to encrypt data on the card chips, using 2,048-bit cryptography – an enormously strong encryption standard that has never been broken, according to Gemalto. In addition, the cards are compliant with the ISO/EIC 14443 contactless standard, which is also used by Europay, MasterCard and Visa contactless banking cards, as well as for electronic passports. Furthermore, in a first for South African cards, the smartcards bear the word "ID" in braille, for blind citizens. In order to cater for people with physical disabilities, those who are unable to provide a fingerprint will be issued with a pin code.

The full smart ID card rollout kicked off in October 2013. Taking a phased approach, first time applicants and pensioners have been invited to apply for smartcards, with the production of the green ID books currently running in tandem as Home Affairs offices across the country gear up to be able to issue smartcards.

The Department of Home Affairs was aiming for the production of 100,000 cards before the 2013/2014 financial year-end, and, with the support of GPW, this number was surpassed. The smartcard target for this year is for three million cards to be issued, with the end goal of 38 million over the next several years.

Hailed as a state-of-the-art solution that will raise the level of identity management in South Africa, the smart ID card has already garnered international recognition, with the GPW receiving the "Regional ID Document of the Year Award 2013" from Reconnaissance International, organisers of the Asian, Middle East and African Security Printing Conference in Bangkok.



CHAPTER 04

>>>> HISTORY & MILESTONES

The GPW was founded in 1888 and has experienced a rich and varied history, shaping it into the organisation it is today and aims to be in the future. This chapter tells the story from beginning up until now.

HISTORY AND MILESTONES

HISTORY AND MILESTONES

Originally founded in 1888, the GPW boasts a rich, illustrious – and sometimes challenging – history. In this section, we describe its evolution through the passages of time.

I. From 1652 to 1976

During its rule of the Eastern Cape region of South Africa from 1652 to 1799, the Dutch East Indian Company did not allow the operation of any printing facilities until its final years of existence in the region.

The first attempt to produce printed matter in the Cape was initiated during 1782 by Governor van Plettenberg, when a ship, transporting money from the Netherlands, was delayed due to poor weather conditions at sea. The resultant shortage of money left the governor with no other option but to produce primitive banknotes on a parchment substrate, as an interim measure.

During 1784, Johann Christian Ritter, a Bavarian born in Bayreuth in 1755, was appointed by the Dutch East Indian Company to assume duties as an artisan bookbinder in the Cape. On a small printing press, he successfully produced a variety of maps for the organisation over the year, leading to the establishment of the first printing plant in the Cape in 1785. Ritter was also appointed as the first printing superintendent. It is thus widely accepted that Ritter is the founder of the printing industry in the Republic of South Africa.

A number of other artisans joined Ritter's printing company in the following years and, although a variety of printed matter – such as government notices, handbills and other documents – was produced, printing facilities remained limited until 1800 when Walker & Robertson, a prominent slave trading company, imported a complete set of printing machines and support equipment. This was installed in February 1800 at the company's premises situated at 35 Plein Street in Cape Town. Subsequently, the company was appointed by Governor Yonge as the sole supplier of government printed matter in the Cape colony. Yonge also authorised the company to produce a weekly gazette, which commenced circulation with effect from 1 August 1800, known as the "Kaapsche Stads Courant". This publication was the predecessor to what is known as today's "Government Gazette".

Following his appointment as the new governor of the Cape colony during 1801, Major-General Dundas monopolised all government and commercial printing and subsequently issued an order of attachment on the printing facility of Walker & Robertson. On 8 October 1801, the entire printing works was moved to the Castle and the first GPW was established under the supervision of Sir John Barrow, a government official who also served as accounts auditor of the Cape colony. Barrow retained this position until the British reoccupied the Cape during 1806, when George Ross was appointed the superintendent of printing.

The first apprentice to learn and complete a printing trade in South Africa was BJ van der Sandt, who enrolled at the printing facility during 1811 and remained there until retirement age, eventually also being appointed as the superintendent of printing.

The year of 1824 saw a fierce battle break out between the governor, Lord Charles Somerset, and a group of determined Scotsmen, comprising George Greig, a printer who originated from the King's Printing Office in Shacklewell, Thomas Pringle, who was an 1820 settler, and John Fairbairn, a prominent South African journalist. The struggle was an attempt by the group to break the government's monopoly on printing and establish a free press, one that continued for the next five years, which culminated in Sir Lowry Cole's 1829 declaration of a free press in South Africa.

The declaration saw an immediate increase in the number of commercial printers, with printing facilities being established in places such as Grahamstown, Port Elizabeth, Bloemfontein and Durban, among others.

As a result, most of the printing presses at the Castle facility were sold during 1829 and the government's printing requirements were divided equally between the printing establishments of George Greig and William Bridekirk.

Bridekirk and his later associate, SJ Mollet, were awarded a 10-year government contract for the production of the Gazette. During 1847, Saul Solomon & Company purchased Bridekirk's printing facility and remained the government's main printing supplier until 1881, when a new company, WA Richards & Sons, obtained the majority of all the government contracts. During this period, printing establishments also expanded to other areas with the northbound movement of pioneers and the establishment of the Republic of Transvaal.

When Marthinus Wessel Pretorius became the president of the Republic of Transvaal in 1856, he invited Cornelius Petrus Moll and Jan Cilliers to establish a printing plant at Potchefstroom. This company produced the first Government Gazette of the Republic on 25 September 1857. However, as Cornelis Moll also utilised the Gazette to publish his own editorial viewpoints in opposition to the government's opinion, the president was forced to place the printing facility under direct government control, purchasing it from Moll and Cilliers in September 1859. Whilst Jan Cilliers moved back to the Cape, Cornelius Moll retained his position as printing superintendent, and when the Republic of Transvaal moved its capital from Potchefstroom to Pretoria in 1860, he relocated the entire printing works to Pretoria. Here, it was modernised to the extent that it produced the first postage stamps for Transvaal on 4 April 1879, utilising printing plates and gum-paper from suppliers in Germany.

During 1873, Cornelius Moll's earlier partner, Jan Cilliers, moved back to Pretoria from the Cape and successfully negotiated to purchase the printing works from the government. He then established the plant as a private printing works with contracts to produce printed matter for government, operating from his premises in Church Street, Pretoria, under the name Cilliers and Rous. This position remained unchanged until the annexation of the Republic of Transvaal by the British Empire during 1877, when the British confiscated the printing works and utilised the facility for the provision of local government printed matter. However, when the war broke out, Cilliers managed to lay his hands on old, dilapidated machines, which he repaired sufficiently to continue with the printing of private documents and newsletters. General Piet Joubert continuously collected donations and utilised the funds for upgrading Cilliers' existing rundown machines and to purchase new equipment, thus allowing him to maintain a printing facility of reasonable proportion throughout the war.

After the war ended, the House of Assembly authorised government to establish a proper GPW on 4 July 1888, to procure the necessary equipment for such a plant, and also to appoint printing staff on a permanent basis. In view of this, the printing works, which Cilliers successfully maintained during the war, was purchased by government to serve as a basic facility for further development. On 1 August 1888, the new GPW commenced with its duties under the supervision of PWT Bell, who was appointed as the first government printer in South Africa. The printing works operated from premises situated between Church Street and Bureau Street in the centre of Pretoria, with a staff complement of two clerks, six typesetters and two machine operators.

On the afternoon of 14 March 1891, the building was struck by lightning and subsequently caught fire. Whilst the GPW staff attempted to put out the fire, the chief of local police and the fire chief could not agree on who was in charge of the limited fire fighting equipment. The disagreement quickly turned ugly and the two officials became involved in a fistfight – one that lasted several minutes – in the middle of Church Street. By the time the fire chief finally managed to put the police chief down, the entire GPW building had been completely incinerated. Government decided to rebuild the building and the new structure was completed on 29 May 1891.

Continuous expansion of printing operations during the following years, led to government seeking out alternative premises to house the printing works, with eight stands, located in Koch Street, Pretoria (today Bosman Street), purchased from the late estate of AH Nelmapius during 1894. A tender was awarded to a building contractor, WJ Geerts, to erect the buildings for an amount of 20,940 pounds and construction commenced during the same year.

The building project was completed during 1897, at a final cost of 24,504 pounds, and remains the distinctive red-brick head office of the GPW until this day.

2. From 1976 to 2008

In 1976, the GPW was established as a trade account. This meant that it had to operate on regular business principles and since then, financial viability of the institution thus depended entirely on the GPW's ability to generate sufficient revenue from services rendered to defray all its operational and capital expenditure. Being functionally charged with the rendering of inter-departmental services, the National Treasury directed the trade account's operations within the following framework:

- Meeting its mandate required the GPW to make a substantial investment in sophisticated equipment and processes, which, if restricted to the production of security printed matter only, would not be utilised economically and thus it was considered imperative that other related services also be rendered by the GPW to ensure optimum utilisation of the institution's internal capacity.
- In view of this, the National Treasury directed that government institutions be obliged to source all of their printing related services only from the GPW.

This arrangement established the GPW as a centralised national printing facility with a stable customer base, ensuring optimum utilisation of its infrastructure by rendering security printing services as well as related non-security services to government institutions.

Following the 1994 general election, all printing facilities of the former independent states and self-governing territories were allocated to the GPW. The new political dispensation implied that South Africa had six printing facilities and the GPW, operating on business principles, had to absorb all of them, resulting in a substantial duplication of personnel and equipment. Given this untenable situation, cabinet was approached with a recommendation that the Department of Home Affairs be authorised to re-organise and rationalise government's printing functions. Cabinet approved this recommendation on 24 February 1996.

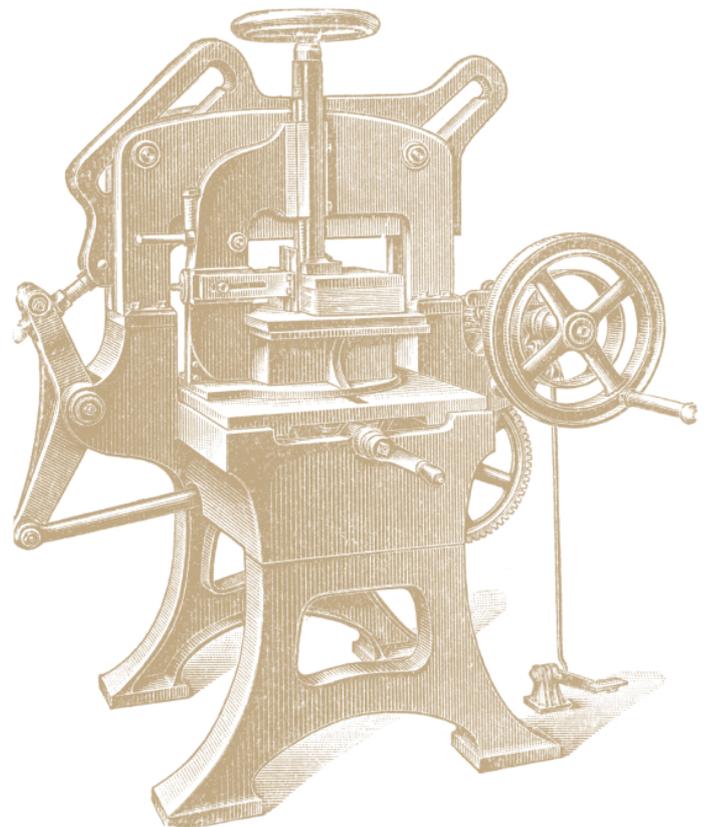
Upon completion of its investigation, the Department of Home Affairs submitted a cabinet memorandum with recommendations that certain printing facilities, such as the Umtata Printing Works, be closed down, whilst others be restructured to serve as provincial offices of the GPW.

The restructuring process resulted in the GPW's head office in Pretoria with regional offices in Polokwane, Mmabatho, East London and Cape Town respectively.

3. From 2008 to present day

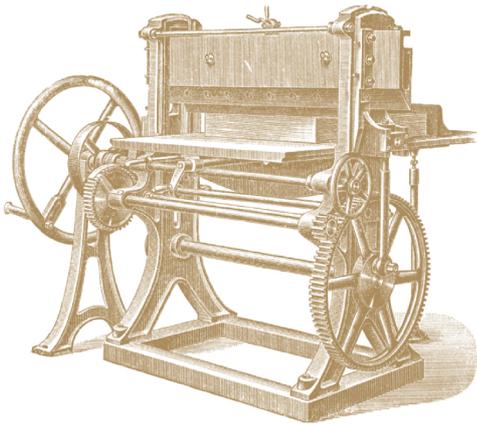
During 2008, the GPW prepared a business case to propose its conversion to a government component. During September 2008, this business case was presented to a joint panel (the National Treasury, Department of Public Service and Administration and the Department of Home Affairs), which was then approved by the Ministers of Finance, Home Affairs and Public Service and Administration respectively. Emanating from this process, the GPW was established as a government component on 9 October 2009 (refer Government Gazette 32616 dated 9 October 2009).

In 2013, the GPW completed its three-year transition to becoming a government component and to date continues to fulfil a key role into the future as government's "security printer of choice". This year also saw the organisation take on a pivotal role in the rollout of the Department of Home Affairs sophisticated smart ID card.



TIMELINE

The Government Printing Works



1782

1782

Governor van Plettenberg is forced by a shortage of money to make the first attempt to produce printed matter in South Africa.

1785

Johann Christian Ritter's successful attempts at producing maps for the Dutch East Indian Company result in his appointment as South Africa's first printing superintendent.

1800

1800

The "Kaapse Stads Courant", known as the first Government Gazette, is produced by Walker & Robertson.

1801

The first GPW is established at the Castle under Sir John Barrow.

1811

Bj van der Standt enrolls as the first printing trade apprentice.

1850

1829

Sir Lowry Cole declares a free press in South Africa, and William Bridekirk is awarded a 10-year government contract for the production of the Gazette.

1857

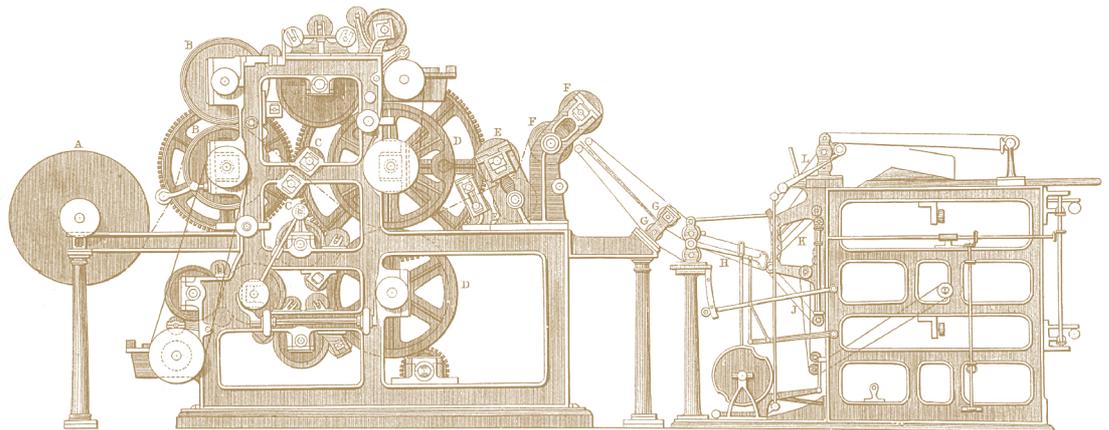
Cornelius Petrus Moll and Jan Cilliers produce the Republic of Transvaal's first Government Gazette.

1859

The president of the Republic of Transvaal places the printing facility under government control, purchasing it from Moll and Cilliers, while Moll retains position as printing superintendent.

1860

Moll moves printing works to Pretoria.



1900 2000 2014

1877

The British Empire annexes the Republic of Transvaal, confiscating the printing works.

1888

The House of Assembly authorises government to establish a proper GPW.

1891

The GPW is struck by lightning and burns to the ground, but is rebuilt by government.

1894

The GPW's continuous expansion leads to the purchase of eight stands on today's Bosman Street in Pretoria.

1976

The GPW is established as a trade account.

1994

All printing facilities of the former independent states and self-governing territories are allocated to the GPW.

1996

The GPW is restructured.

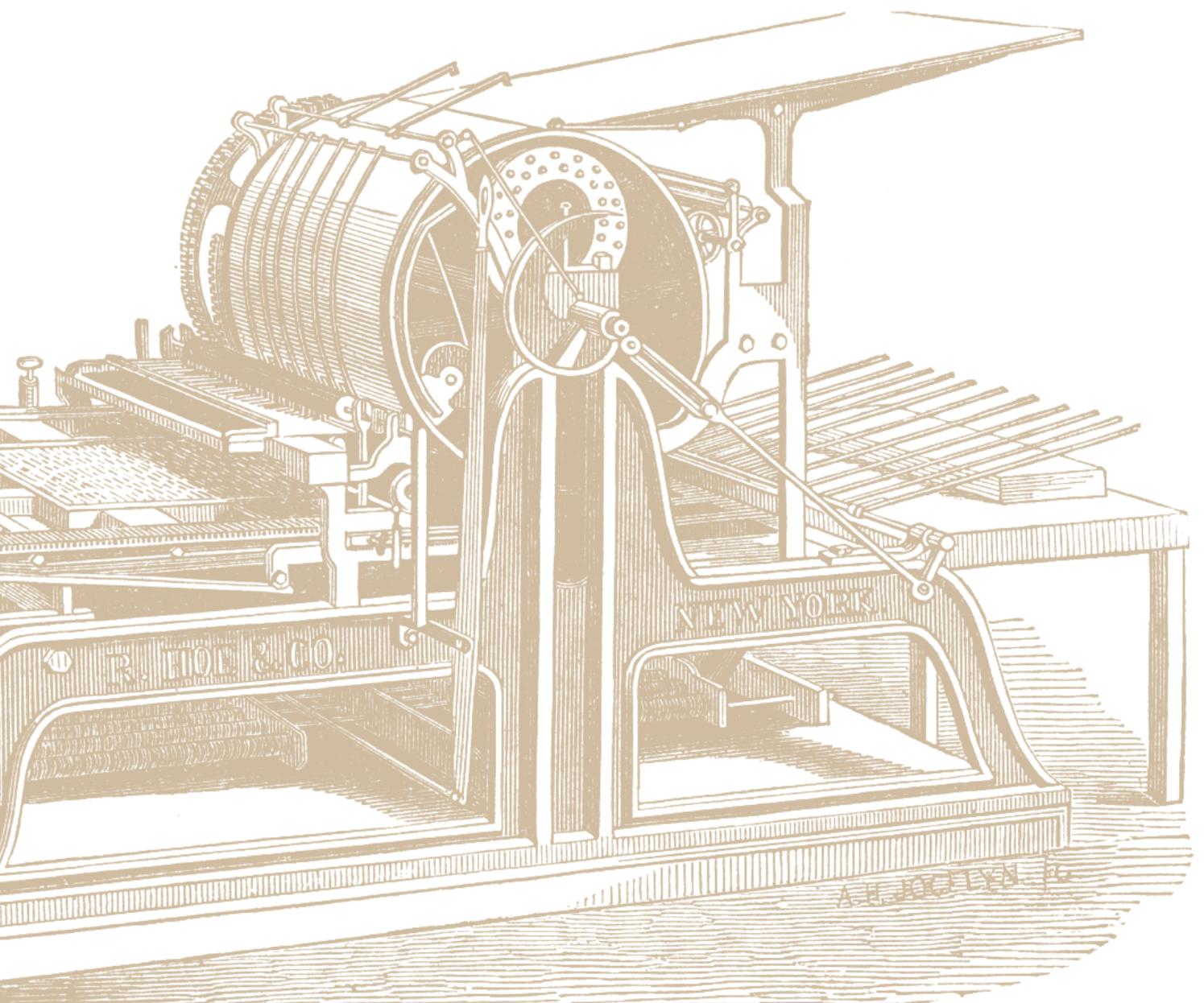
2009

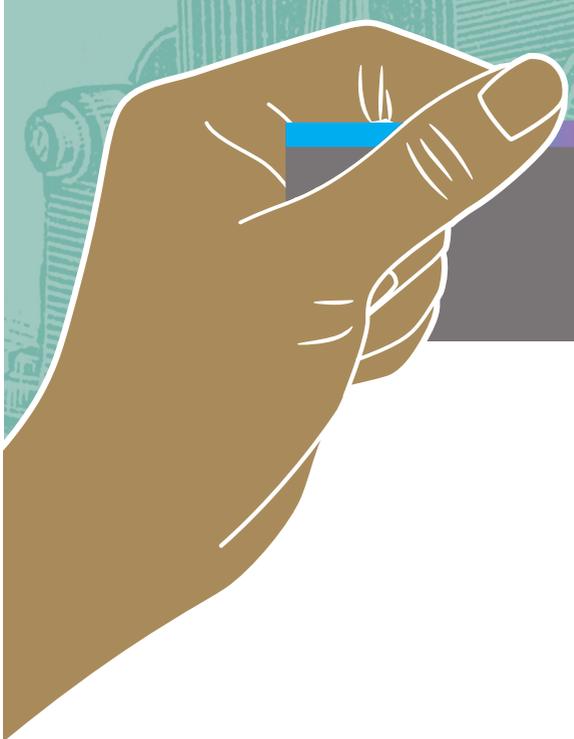
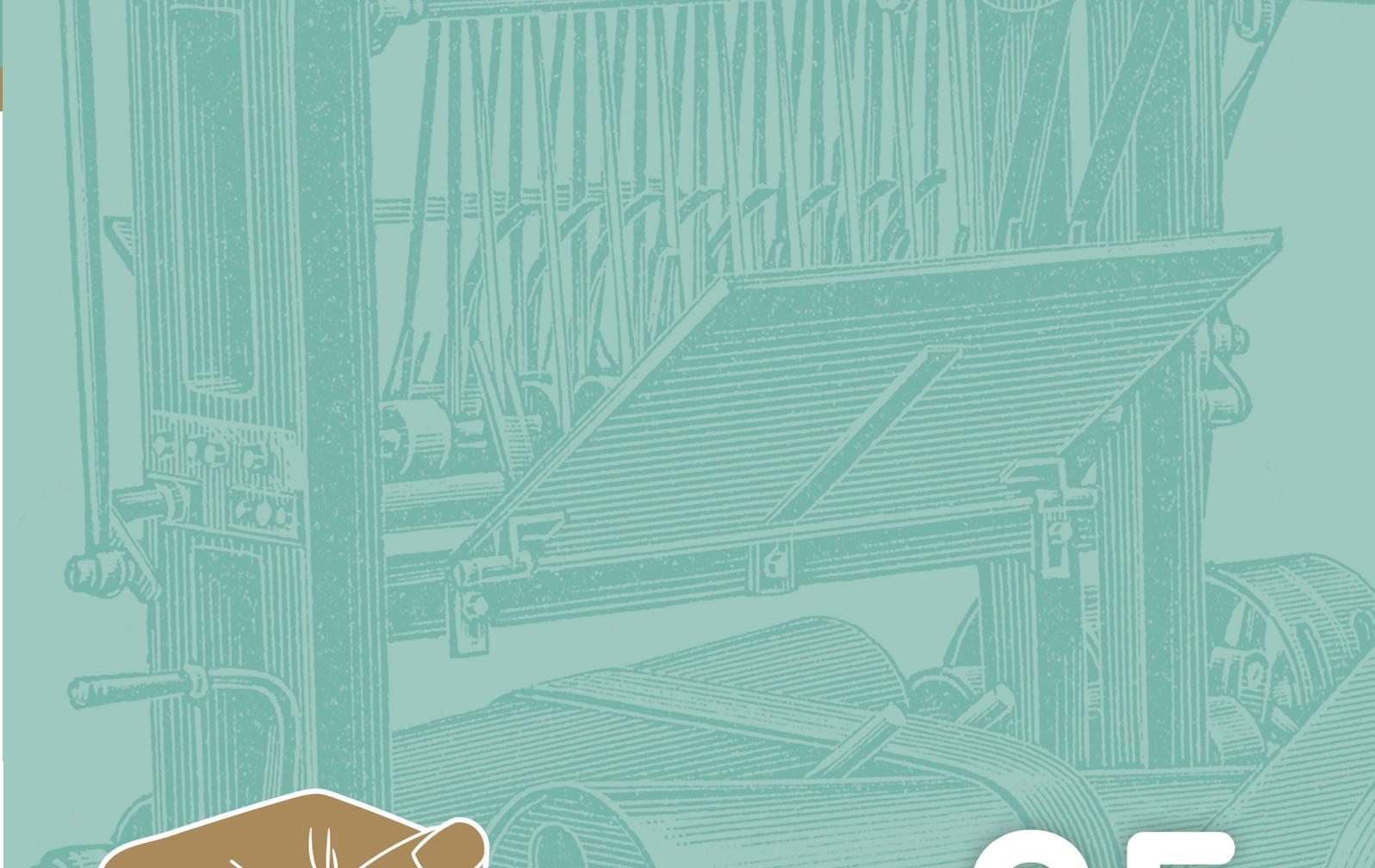
The GPW is established as a government component.

2013

The GPW is appointed by the Department of Home Affairs to assist with the rollout of South Africa's state-of-the-art smart ID card.

In 2013, the GPW completed its three-year transition to becoming a government component and to date continues to fulfil a key role into the future as government’s “security printer of choice”. This year also saw the organisation take on a pivotal role in the rollout of the Department of Home Affairs sophisticated smart ID card.





CHAPTER 05

>>>> OUR FUTURE

In the printing industry, technology and customer service plays a vital role in staying ahead of the competition. For this reason, the GPW embarked on deploying the latest software and hardware, as well as ensuring that it meets its clients' deadlines in an efficient and effective manner.

OUR FUTURE

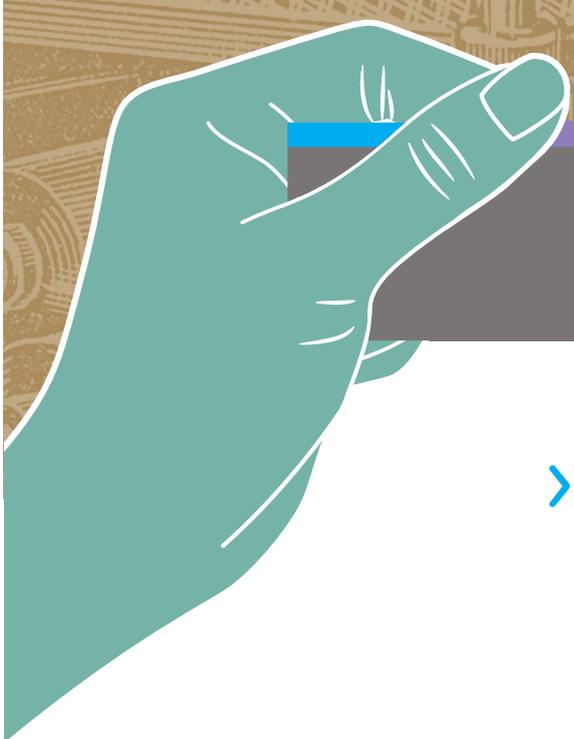
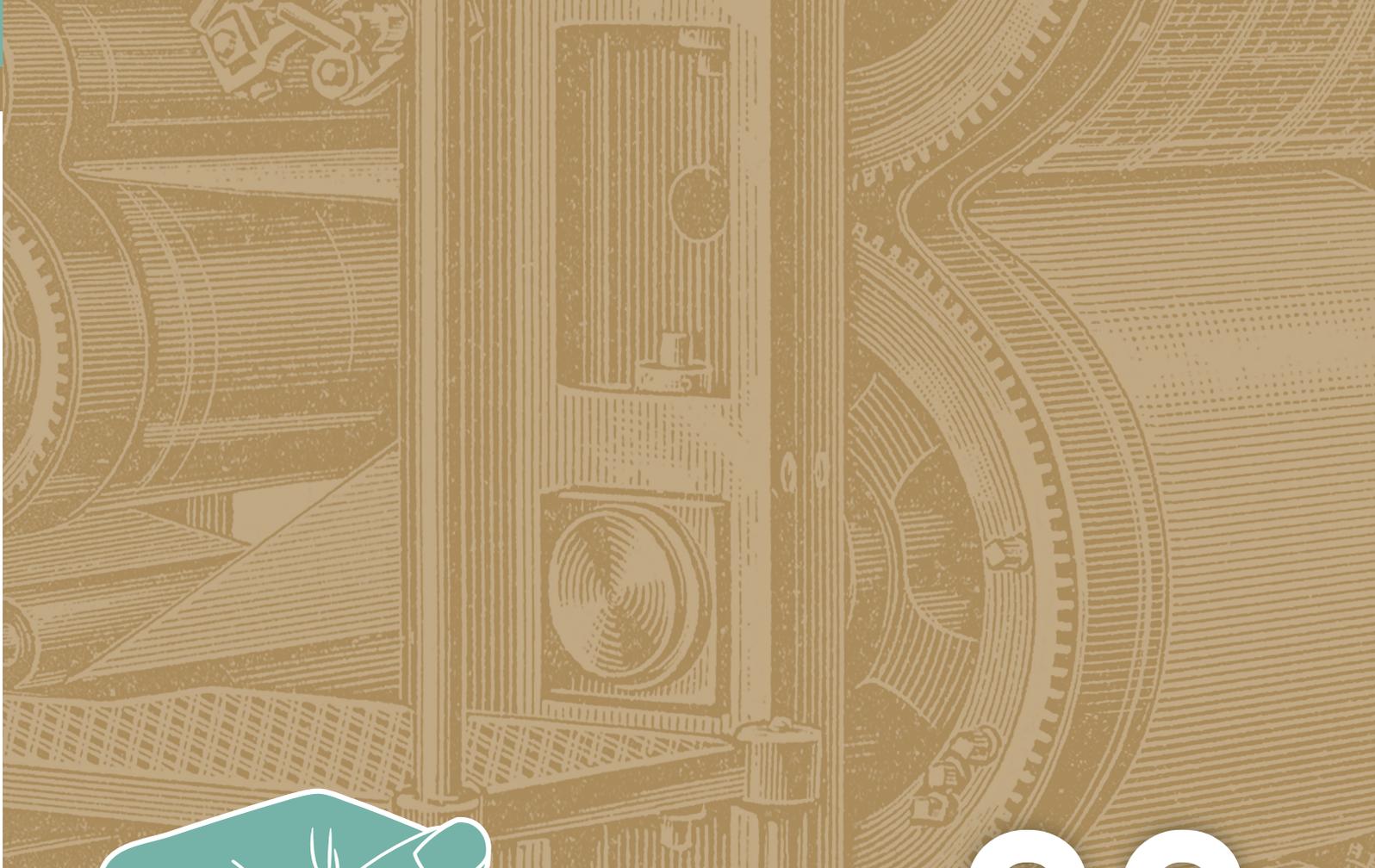
The GPW has made great strides ahead in its strategy of becoming one of the most progressive security printing specialists in the country. This advancement has been particularly highlighted over the past financial year with the successful launch of South Africa's highly secure smart ID cards.

As part of this rollout process, and in line with the GPW's continuous asset replacement programme, the organisation is in the process of installing fully automated card distribution sorting machinery at its already hi-tech Visagie Street site. While the smartcard distribution process is at present handled manually by the Department of Home Affairs, the new system will greatly improve efficiencies, sorting out completed cards at a rate of 20 envelopes per second, while weighing each one and photographing the recipients' addresses. This process will form part of the GPW's soon-to-be fully automated card and passport distribution centre.

The organisation has made a further investment in its aim to prevent forgery, tampering and counterfeiting with the expansion of its capabilities to include intaglio printing. Used to include high security features in banknotes specifically, intaglio printing can provide exceptional detail, and the printing mechanism produces a very distinctive "raised" feel to the print. The GPW plans to use its intaglio printing skill for the printing of documentation such as visas, passports and refugee permits.

Another new focus area for the GPW will be the development of a sophisticated digital examination printing section – the first of its kind in Africa. Here, examinations will be printed and packaged for examination authorities, with restricted human involvement.

In line with these upcoming plans, a multidisciplinary team has been appointed for new developments at Visagie Street, which will be completed by the end of the 2015/2016 financial year.



CHAPTER 06

>>>> CAREERS AT THE GPW

The GPW understands that people play a dominant role in the organisation's growth and in it fulfilling its vision. It thus places a strong focus on training and development as well as on becoming an employer of choice.

CAREERS AT THE GPW

The 2013/ 2014 financial year has brought a number of positive developments to staff of the GPW, with 22 study bursaries awarded over the year, nine apprenticeships granted in order to build future capacity within the organisation, and an increase in the number of training days over this period.

As part of its commitment to employees and the strategy to become an “employer of choice”, the GPW is continuously revisiting its Human Resources (HR) policies and procedures on an annual basis. New developments within this space include the launch of an employee wellness programme in April 2013. As part of this programme, the GPW’s inaugural employee wellness day was held, encouraging all staff to partake in sport and recreational activities, as well as numerous wellness roadshows and other health-related events throughout the year.

From the perspective of training and development over the financial period, the emphasis was placed strongly on employee health, safety and personal finance, with a special focus on diversity.

A formal performance management development system was also put in place, one that is set to show results imminently. Furthermore, job descriptions were revised and aligned with the system.

As per the previous financial year, there are no outstanding grievances and only three formal disciplinary processes were undertaken over this period.

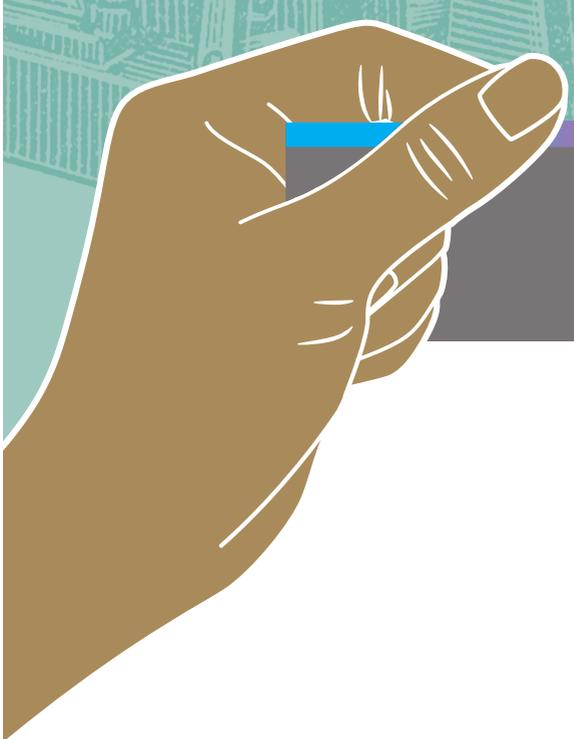
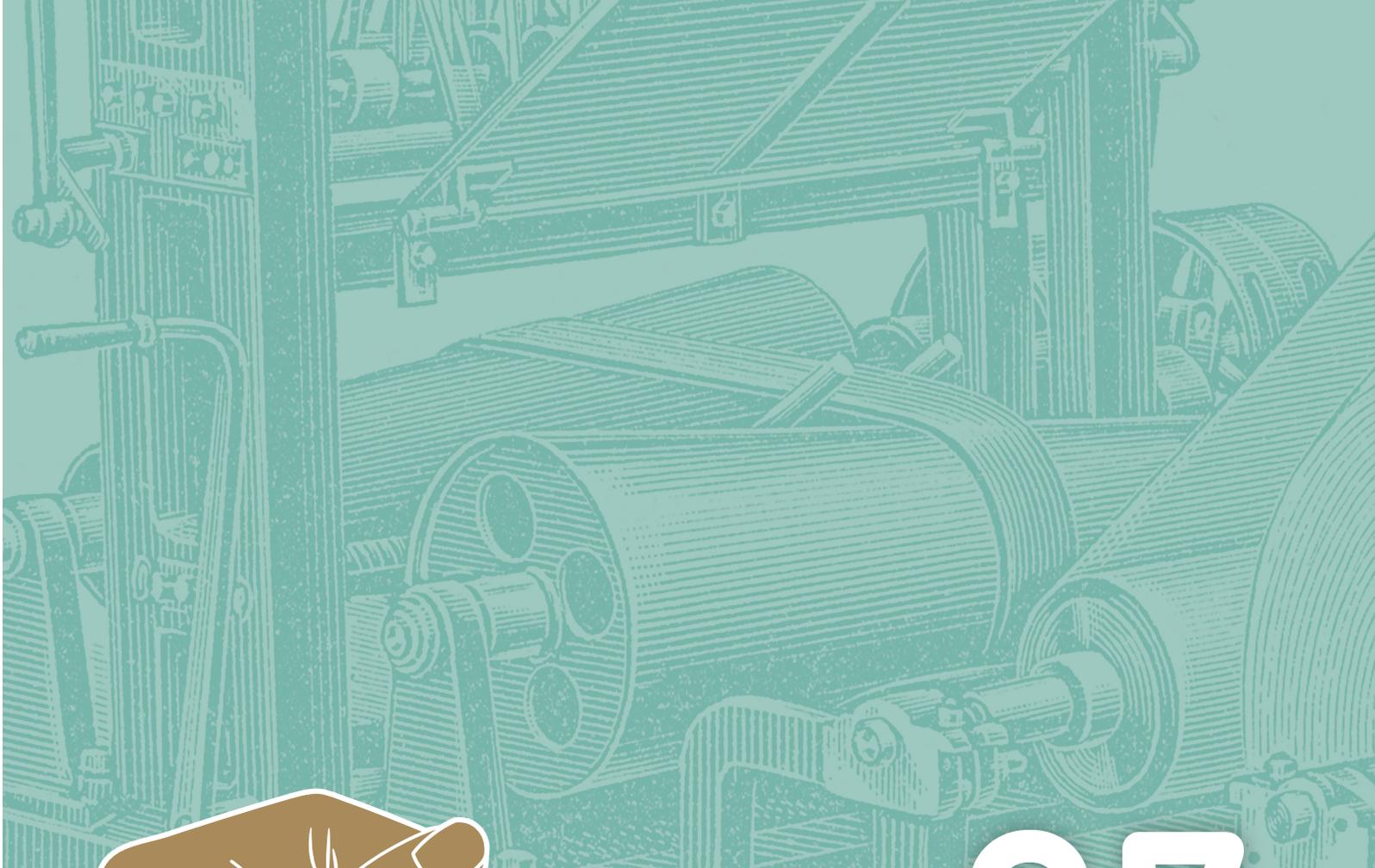
New staff appointments have continued steadily, particularly within middle management levels. Noteworthy achievements include the filling of the Chief Information Officer role and the employment of a Chief Marketing Director.

Unfortunately, one of the major challenges experienced by the GPW is the recruitment and retaining of scarce skills. The special remuneration dispensation structure requested by the GPW, as part of its transformation strategy for attracting and retaining scarce talent, has not yet been finalised.

Additionally two of the general manager positions – specifically for strategic management and HR – need to be filled following resignations at the end of 2013.

However, with a view to moving forward and building a strong skills base within the organisation, the GPW has been on a drive to decrease the number of contractors and build a more stable permanent workforce. To this end, the 2013/ 2014 period saw a decrease in contract employees from more than 90 to 39 contractors.

Statistics illustrating that the GPW is on the right road to becoming an employer of choice is its staff turnover, which the organisation is pleased to announce stands at a low 4.2 percent, well below the industry norm of seven to eight percent.



CHAPTER

07

>>>> ANNUAL FINANCIAL STATEMENTS

FINANCIAL

The GPW's annual financial statements and reports for the year ended 31 March 2014.

GENERAL INFORMATION

Annual Financial Statement for the year ended 31 March 2014

Nature of business and principal activities	The Government Printing Works is tasked with the rendering of printing and related services to government departments, provincial institutions and local authorities.
Legal form of entity	In accordance with the Public Finance Management Act (No.1 of 1999) The Government Printing Works is classified as a trading entity.
Registered office	149 Bosman Street Pretoria 0001
Business address	149 Bosman Street Pretoria 0001
Postal address	Private Bag X 85 Pretoria 0001
Auditors	The Auditor-General of South Africa
Bankers	ABSA Reserve Bank
Accounting Officer	Prof AD Mbewu

INDEX

Annual Financial Statement for the year ended 31 March 2014

The reports and statements set out below comprise the annual financial statements presented to the accounting officer:

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REPORT OF THE AUDIT COMMITTEE

For the financial year ended 31 March 2014

We are pleased to present our report for the financial year ended 31 March 2014

AUDIT COMMITTEE MEMBERS AND ATTENDANCE

The audit committee consists of the members listed hereunder and meets at least three times a year as per the approved terms of reference.

Three meetings took place during the year under review. The fourth meeting scheduled for March 2014 was postponed to May 2014. However, in terms of compliance, the required three meetings took place during the financial year. Attendance for the year under review was as follows:

Name of the Member	Position	Number of meetings	Number of meetings attended
Ms. PM Sedite	Chairperson	3	3
Ms. M Strydom	Member	3	2
Mr. SL Ndaba	Member	3	3
Mr. SAH Kajee	Member	3	2
Mr. A Amod	Member	3	3

AUDIT COMMITTEE RESPONSIBILITY

We report that we have adopted appropriate formal terms of reference in our charter in line with the requirements of Section 38(1) (a) of the Public Finance Management Act, No.1 of 1999 as amended by Act 29 of 1999 and Treasury Regulations 3.1.13. We further report that we conducted our affairs in compliance with this charter and have discharged all our responsibilities as contained therein.

The Audit Committee Charter is reviewed annually and complies with principles of good governance and with the requirements of the above mentioned Act and Regulations.

THE EFFECTIVENESS OF INTERNAL CONTROL

Our review of the findings of the internal audit work, which was based on the risks as identified in the risk register revealed certain weaknesses in some areas. However, we also note a significant improvement in the overall environment as evidenced by the improvement in the Auditor General's audit report of the GPW.

Although internal audit could not complete some of the audit reviews during the year under review, the following audit review/ activities were however completed:

- Rolling three year Strategic Plan
- Annual Internal Audit Plan
- Review and updating of the Charters
- Contract Management
- Physical Security
- Project Management
- Performance Management
- Follow up reviews from previous AG and Internal Audit Reports

EVALUATION OF FINANCIAL STATEMENTS

We have reviewed the financial statements and the report of progress made against predetermined objectives and recommended them for management to submit for audit to Auditor-General South Africa.

We further have:

- Reviewed the Auditor-General South Africa's management report and management's response thereto.
- Reviewed and discussed the audited annual financial statements due to be included in the annual report with the Auditor-General South Africa's and the Accounting Officer's reports.
- Reviewed the component's processes for compliance with legal and regulatory provisions.

IN-YEAR MANAGEMENT AND MONTHLY/QUARTERLY REPORTING

The Audit Committee is satisfied with the content and quality of quarterly of in year management and quarterly performance reports issued during the year under review by the Accounting Officer of the government component in terms of the National Treasury Regulations.

AGSA'S REPORT

We have on a on each sitting reviewed the government component's implementation plan for audit issues raised in the prior year. The Audit Committee has met with the AGSA to ensure that there are no unresolved issues that emanated from the regulatory audit. Corrective actions on the detailed findings raised by the AGSA will continue to be monitored by the Audit Committee on a quarterly basis.

The Audit Committee concurs and accepts the AGSA's opinion regarding the Annual Financial Statements, and proposes that the Audited Annual Financial Statements be accepted and read together with the report of the Auditor-General of South Africa.

APPRECIATION

The Audit Committee expresses its appreciation to the Accounting Officer, Management team, and the Auditor-General for their contribution to fulfil our obligations.



Ms. PM Sedite

CHAIRPERSON OF THE AUDIT COMMITTEE

Date: 31 July 2014

ACCOUNTING OFFICER'S RESPONSIBILITIES AND APPROVAL

Annual Financial Statement for the year ended 31 March 2014

The Accounting Officer is required in terms of the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999) (as amended by Act No. 29 of 1999) to maintain adequate accounting records and is responsible for the content and integrity of the Annual Financial Statements and related financial information included in this report. It is his responsibility to ensure that the 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, in conformity with South African Statements of Generally Accepted Accounting Practices. The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

The Annual Financial Statements are prepared in accordance with South African Statements of Generally Accepted Accounting Practices except where it is directed by National Treasury and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

The Accounting Officer acknowledges that he is ultimately responsible for the system of internal financial control established by the entity and places considerable importance on maintaining a strong control environment. The Accounting Officer sets standards for internal control aimed at reducing the risk of error or loss 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 Accounting Officer is 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 Annual Financial Statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Accounting Officer has reviewed the company's cash flow forecast for the year to 31 March 2015 and, in the light of this review and the current financial position, he is satisfied that the entity has or has access to adequate resources to continue in operational existence for the foreseeable future.

The Annual Financial Statements set out on pages 41 to 64, which have been prepared on the ongoing concern basis, were approved by the Accounting Officer on 30 May 2014.

Prof AD Mbewu

Pretoria

30 May 2014

ACCOUNTING OFFICER'S REPORT

Since its conversion to a government component in 2009, the Government Printing Works (GPW) has steadily consolidated its position as a state-owned company, operating on sound business principles, having achieved full profitability for each of the past four years since 2010. The GPW now generates sufficient revenue from services rendered to defray its operational expenditure, and has not required transfers from National Treasury since 2012. In effect the GPW has achieved the vision it set itself in 2009 of becoming the "security printer of choice" of government.

The financial year 2013/2014 proved to be a successful year in the operations of GPW. Revenue for 2013/2014 was R780 million, and the operating surplus grew from R110 million in 2012/2013 to R150 million in 2013/2014. This surplus is being ploughed back into the operations of GPW for refurbishment of facilities and for asset recapitalisation. As a state-owned company, with government its only shareholder, the GPW does not need to pay dividends to anyone, but uses its operating surplus to fuel organic growth.

An unqualified audit was obtained for 2013/2014 – for the fifth year running.

SMART ID CARDS

The highlight of the year was the launch of the smart ID card by the Deputy President, the Honourable Kgalema Motlanthe and the Minister of Home Affairs, the Honourable Naledi Pandor on 18th July 2013 – "Madiba Day". On that day, Madiba's 95th birthday, the first smart ID card produced was handed to his daughter Zindzi Mandela at a ceremony at the Union Buildings, Pretoria. A few weeks later the State President, the Honourable Jacob Zuma inaugurated the four smart ID card personalisation machines in a ceremony at the GPW Passport and Identity Document Factory at Visagie Street, Pretoria on the 9th of August, 2013 – Women's Day. He named the machines after the four women – Sophie de Bruyn, Rahima Moosa, Helen Joseph, and Lilian Ngoyi – who led the march protesting against the pass laws on 9th August 1956. In this manner, the President showed that the launch of the smart ID card demonstrated the restoration of the dignity, identity and common citizenship of all South Africans, irrespective of race, gender, creed or class.

The public rollout of the smart ID cards began on 15th October 2013, and, by the end of the financial year, March 31st 2014, the target had been exceeded of producing 100,000 smart ID cards, initially for senior citizens and first time applicants (who received their cards free of charge). The replacement of all 38 million green identity books with smart ID cards will take up to five years, and the citizen is charged R140 for each smart ID card – the same cost as for the green ID book. Production had accelerated to 100,000 cards a month by May 2014, and the target for 2014/2015 of three million smart ID cards is likely to be reached.

The security features on the smart ID card make it virtually impossible to forge given the present status of available technology. These features, and the live capture process used to issue the cards will help to dramatically reduce the ID theft and fraud that costs individuals and institutions so much financial loss each year in South Africa.

In recognition of the quality of this national project, the GPW and the Department of Home Affairs won the "Regional ID Document of the Year Award 2013" for the new South African smart ID card at the Asian, Middle East and African Security Printing Conference in Bangkok, Thailand on October 8th, 2013.

NEW PRINTING FACILITIES AT VISAGIE STREET

The accumulated surplus generated by the GPW is being used for the renovation of the buildings at the Visagie Street GPW site. Pavilion one at Visagie Street now houses the state of the art Passport and Identity Document Factory, and Pavilion two the High Security Printing Facility. Renovation of Pavilion three began in early 2014; and a new Dispatch Centre for passports, smart ID cards

and examination papers will be constructed in the building at Visagie Street currently being used by Department of Public Works as an archive. Developers appointed by the Department of Public Works began work in early 2014 on the site master plan for the remainder of the Visagie Street site. The purchase from the City of Tshwane of a vacant plot adjacent to the Visagie street site, across Minnaar Street, is now underway. This plot will be used to erect a car park and administration block for the GPW linked to the main factory by a bridge.

It is planned that within the next several years the entire organisation will relocate to Visagie Street to newly renovated facilities, using new machines and IT hardware, allowing the GPW to release the Bosman Street site back to Department of Public Works.

ASSET RECAPITALISATION PROGRAMME

The asset recapitalisation programme, begun in 2011, has reached mid course. By the end of 2016, over R275 million will have been spent, replacing nearly all the printing machines with modern equipment. This will result in dramatic increases in both the speed and volume of printing work the GPW undertakes; as well a broadening of the product offerings the GPW is able to provide to government departments and other clients.

GENERAL PRINTING

Security printing is the core business of the GPW – in particular passports, ID documents, birth certificates and examination papers. Nevertheless, more and more national and provincial government departments in 2013/2014 began bringing their general printing work to the GPW, in an effort to cut their printing costs. It is likely therefore that general printing by GPW will increase in the coming years.

PRODUCTION STATISTICS

Production statistics for the 2013/2014 financial year and the four previous years are shown in the table below. After a decline to R110 million in 2012/2013, profit increased again to R150 million, despite the slow ramp up in the production of smart ID cards.

The Government Gazettes and identity documents were all published according to quality and delivery specifications throughout the year; with a turnaround time of three days consistently achieved in the case of the ID documents.

Table: production statistics for the years 2009 to 2014

Product	2013/2014	2012/2013	2011/2012	2010/2011	2009/2010
Passports (booklets)	656,600	627,152	707,384	859,884	832,262
Identity documents (booklets)	1,884,326	1,995,421	2,395,393	2,233,493	2,463,147
Identity documents (cards)	134,867	-	-	-	-
Examinations (books)	21,902,988	16 518,188	26,538,274	21,726,216	29,868,940
Government gazette (editions)	2,573	2,384	2,180	2,390	2,292
Government gazettes (total number of A4 pages per annum)	109,250	105,120	97,110	107,044	105,915

The spoilage rate for new passports and ID smartcards were 1,7 percent and 1,2 percent respectively, which is substantially lower than the international benchmark of three percent spoilage rate; but not a single imperfect passport left the passport factory. There were no known cases of successful forgery of the new South African passport – and, in fact, no successful forgeries of this passport have been detected since it was launched in 2009.

All targets were met in terms of printing and delivery of examination scripts within the clients' specified timeframes and quality prescriptions.

ENTERPRISE RESOURCE PLANNING

Launched in October 2012, the ERP system of the GPW is running well, integrating management information between the business and production environments using an IT backbone. Most of the IT systems at the GPW have been overhauled over the past few years; and these systems are being increasingly used in the internal business processes of the GPW, as well as in the services it offers through media such as its website.

ELECTRONIC GAZETTE

The e-Gazette, launched in August 2012, is being increasingly accessed by e-Gazette customers through the website: <http://www.gpwonline.co.za>

The GPW is now working on implementing the capability for customers to submit content for the e-Gazette electronically using PDF files.

HUMAN RESOURCES

The staff complement of the GPW is 555; and the skills and competencies of its employees have grown steadily, including improved computer literacy amongst the general staff, growth in capacity to run modern machines, such as the smart ID card personalisation machines, and acquisition of competencies to manage upgraded IT hardware, such as the public key infrastructure (PKI) servers housed at the GPW to manage the various applications of the smart ID card.

Average training days per employee in 2013/2014 exceeded the target of three days per employee per annum, and the target for 2014/2015 has been retained as three days. This focus on training and skills development will be critically important as the company acquires more modern printing equipment, and increasingly sophisticated IT hardware and software.

Demographic transformation of the organisation continues with 64 percent of the GPW's employees being black African, 30 percent white, 4.5 percent coloured, and 1.4 percent South Africans of Indian descent. Forty six percent of staff is female. The vacancy rate in the organisation is 22 percent, and is continuing to decline as the new human resource establishment is implemented.

CORPORATE GOVERNANCE

Internal audit continues to function well, and the Audit Committee held all its scheduled meetings through the year. The risk management plan is being implemented, and numerous applications received to serve on the risk committee are currently being shortlisted.

No security breaches occurred through the year – and in particular there was no theft of passports or ID books, nor breach of matriculation examination paper security.

CONCLUSION

The 2013/2014 financial year proved to be a very busy and successful one for the GPW, with the launch of the smart ID card, consolidation of the ERP system and e-Gazette, and the beginning of renovations to the Visagie Street site. Sixty eight percent of the key performance indicator targets were met, and the organisation achieved its fifth unqualified audit in a row for the 2013/2014 financial year.

The GPW continues to transform into a modern "print and media" company able to produce an expanded range of high quality printed products on a variety of media such as paper, polycarbonate, and PVC; whilst offering services through electronic media such as its website. In this manner, the GPW is able to keep pace with changes in technology and practice in the printing industry; whilst upskilling its workforce to enable staff to embrace these developments. The GPW is an excellent example of a government-owned business that is profitable and self-sufficient, without need for subsidies from the state. As a state printer, it compares favourably with other organisations of this type, such as L'Imprimerie National in France, Bundesdruckerei in Germany, and the Government Printing Office (GPO) in the USA. Indeed many of the developments in the GPW in the past few years mirror similar developments in those printers over the past several years, such as the increasing use of electronic media rather than just "ink and paper" by the GPO in the USA, and the preponderant reliance on electronic ID production for its revenue streams by L'Imprimerie and the Bundesdruckerei. It seems the GPW is moving with best practice internationally.

Having completed the transformation from a government department to a government component during the years 2009 to 2014, the GPW is now set to complete the journey to becoming a fully-fledged state-owned company over the next few years, operating out of completely renovated facilities, with an upskilled workforce, running state of the art printing machines.

None of these achievements would have been possible without the sterling leadership and support of the Minister of Home Affairs and his Director General; for which we are as always sincerely grateful.

Prof AD Mbewu

ACCOUNTING OFFICER

Pretoria

30 May 2014

REPORT OF THE AUDITOR-GENERAL TO THE PARLIAMENT ON GOVERNMENT PRINTING WORKS

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the financial statements of the Government Printing Works set out on pages 41 to 64, which comprise the statement of financial position as at 31 March 2014, the statement of comprehensive income, statement of changes in net assets, and cash flow statement for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting Officer's responsibility for the financial statements

2. The Accounting Officer is responsible for the preparation and fair presentation of these financial statements in accordance with the South African statements of General Accepted Accounting Practices (SA GAAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Government Printing Works as at 31 March 2014 and its financial performance and cash flows for the year then ended, in accordance with the South African General Accepted Accounting Practice and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA).

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

7. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings on the reported performance in formation against predetermined objectives for selected programmes presented in the annual performance report, non-compliance with legislation as well as internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

8. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programmes presented in the annual performance report of the trading entity for the year ended 31 March 2014:

- Programme 1: Branch Operations and Production on pages 69 to 74
 - Programme 2: Branch Strategic Management on pages 75 to 84
 - Programme 3: Branch Finance on pages 85 to 89
 - Programme 4: Human resources and transformation business unit on page 89 to 96
9. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
 10. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information (FMPPI).
 11. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
 12. I did not raise any material findings on the usefulness and reliability of the reported performance information for the selected programmes objectives.

Additional matter

13. Although I raised no material findings on the usefulness and reliability of the reported performance information for the selected programmes, I draw attention to the following matter:

Achievement of planned targets

14. Refer to the annual performance report on pages 65 to 96 information on the achievement of the planned targets for the year.

Compliance with legislation

15. I performed procedures to obtain evidence that the trading entity had complied with applicable legislation regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

Internal audit

16. The internal audit function did not evaluate the reliability and integrity of financial and operational information or significant compliance with laws and regulations, as required by Treasury Regulation 3.2.11(b) and 3.2.11(e) respectively.

Internal control

17. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for opinion, the findings on the annual performance report and the findings on non-compliance with legislation included in this report.

Governance

18. Due to lack of capacity, internal audit could not adequately and efficiently execute all planned audit activities for the year under review.

Auditor General

Pretoria
31 July 2014



AUDITOR - GENERAL
SOUTH AFRICA

STATEMENT OF COMPREHENSIVE INCOME

Annual Financial Statement for the year ended 31 March 2014

		2014	2013
	Note(s)	R'000	R'000
Revenue	2	780,659	929,154
Cost of sales		(500,146)	(727,430)
Gross profit		280,513	201,724
Other income	3	66,014	69,613
Operating expenses	4	(196,840)	(161,977)
Operating profit		149,687	109,360
Interest received		-	2
Profit for the year		149,687	109,362
Total comprehensive income for the year		149,687	109,362

STATEMENT OF FINANCIAL POSITIONS

As at 31 March 2014

		2014	2013
	Note(s)	R'000	R'000
Assets			
Non-current assets			
Property, plant and equipment	6	342,720	342,669
Intangible assets	7	19,240	25,213
		361,960	367,882
Current assets			
Inventories	8	203,707	155,845
Trade and other receivables	9	211,854	408,594
Cash and cash equivalents	10	1,297,958	1,028,331
		1,713,519	1,592,770
Total assets		2,075,479	1,960,652
Net assets and liabilities			
Net assets			
Capital fund	11	985,051	875,693
Surplus distributable to National Treasury		149,687	109,358
		1,134,738	985,051
Liabilities			
Non-current liabilities			
Deferred income	12	746,962	674,206
Current liabilities			
Trade and other payables	13	190,423	298,420
Provisions	14	3,356	2,975
		193,779	301,395
Total liabilities		940,741	975,601
Total net assets and liabilities		2,075,479	1,960,652

STATEMENT OF CHANGES IN NET ASSETS

Annual Financial Statement for the year ended 31 March 2014

	Capital	Surplus distributable to National Treasury	Net assets
	R'000	R'000	R'000
Balance at 01 April 2012	683,911	191,778	875,689
Profit for the year	-	109,362	109,362
Transfer of treasury approved surplus to capital fund	191,782	(191,782)	-
Total changes	191,782	(82,420)	109,362
Balance at 01 April 2013	875,693	109,358	985,051
Profit for the year	-	149,687	149,687
Transfer of treasury approved surplus to capital fund	109,358	(109,358)	-
Total changes	109,358	40,329	149,687
Balance at 31 March 2014	985,051	149,687	1,134,738

STATEMENT OF CASH FLOWS

Annual Financial Statement for the year ended 31 March 2014

		2014	2013
	Note(s)	R'000	R'000
Cash flows from operating activities			
Cash receipts from contributors and other sources		1,221,535	952,134
Cash paid to suppliers and employees		(878,292)	(813,101)
Cash generated from operations	15	343,243	139,033
Interest income		-	2
Net cash from operating activities		343,243	139,035
Cash flows from investing activities			
Acquisition of property, plant and equipment	6	(70,358)	(54,145)
Loss on disposal of property plant and equipment	6	2	-
Acquisition of intangible assets	7	(3,260)	(15,017)
Net cash from investing activities		(73,616)	(69,162)
Total cash movement for the year		269,627	69,873
Cash at the beginning of the year		1,028,331	958,458
Total cash at end of the year	10	1,297,958	1,028,331

ACCOUNTING POLICIES

Annual Financial Statement for the year ended 31 March 2014

I. BASIS OF PREPARATION

The annual financial statements have been prepared in accordance with South African Statements of General Accepted Accounting Practice, and the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999) (as amended by Act No. 29 of 1999). The annual financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below.

The Government Printing Works (GPW) concluded that the annual financial statements present fairly the entity's statement of financial position, statement of comprehensive income and statement of cash flow.

These accounting policies are consistent with the previous year, except where the government component has adopted certain new and amended South African Statements of Generally Accepted Accounting Standards.

I.1 Property, plant and equipment

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

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

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is de-recognised.

Cost or revaluation

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

Depreciation

Depreciation is calculated so as to write off the cost of property, plant and equipment on a straight-line basis, over the estimated useful life. Depreciation of an asset commences when the asset is ready for its intended purpose.

Profits and losses arising on the disposal or retirement of an item of property, plant and equipment, determined as the difference between the actual proceeds and the carrying amount of the assets, are recognised in the statement of comprehensive income in the period in which they occur.

The entity derecognises an item of property, plant and equipment only when the contractual rights to the cash flows from the property, plant and equipment expires, or when it transfers the property, plant and equipment and substantially all the risks and rewards of the ownership thereof to another entity.

The annual depreciation rates are based on the following estimated asset lives:

Item	Years
Leasehold improvements	20 years
Plant and equipment	1-10 years
Office furniture	6 years
Motor vehicles	5 years
Computer equipment	3 years

The residual value and the useful life of each asset are reviewed at each financial period-end.

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 shall be depreciated separately.

1.2 Intangible assets

An intangible asset is recognised when:

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

Intangible assets are initially recognised at cost and comprise of software.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale;
- there is an intention to complete and use or sell it;
- there is an ability to use or sell it;
- it will generate probable future economic benefits;
- there are available technical, financial and other resources to complete the development and to use or sell the asset; and
- the expenditure attributable to the asset during its development can be measured reliably.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

Intangible assets are amortised on a straight-line basis over its anticipated useful life. Amortisation of an intangible asset commences when the asset is ready for this intended purpose.

Computer software is capitalised to computer equipment where it forms an integral part of computer equipment.

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. Amortisation is not provided for these intangible assets. For all other intangible assets amortisation is provided on a straight-line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed every period-end. Reassessing the useful life of an intangible asset with a definite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Item	Useful life
Computer software	5 years

1.3 Financial assets and liabilities

1.3.1 Initial recognition

Financial instruments are recognised initially when the entity becomes a party to the contractual provisions of the instruments.

The entity classifies financial instruments, or their component parts, on initial recognition as a financial asset, a financial liability or an equity instrument in accordance with the substance of the contractual arrangement.

Financial instruments comprise of trade and other receivables, trade and other payables, cash and cash equivalents.

Financial instruments classified as loans and receivables are recognised as assets when the entity becomes a party to the contract and as a consequence has a legal right to receive cash.

1.3.2 Profit and losses and fair value adjustments

Profits, losses and fair value adjustments on financial instruments through surplus or deficit, both realised and unrealised are included in the statement of financial performance.

1.3.3 De-recognition

A financial asset is de-recognised when the entity loses control over the contractual rights that compromise the asset and consequently the substantive risk and benefits associated with the asset are transferred. This occurs when the rights are realised, expired or are surrendered.

The financial liability is de-recognised when the obligation specified in the contract is discharged, cancelled or expired.

Where an existing financial liability is replaced by another from the same lender on substantially different terms, or terms of an existing liability are substantially modified, such an exchange or modification is treated as de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amount is recognised in the statement of financial performance.

1.3.4 Interest

Interest income is recognised in the statement of financial performance as it accrues, using the original effective interest rate of the instrument calculated at the acquisition of origination date. Interest income includes amortisation of any discount or premium or any other differences between the initial carrying amount of an interest-bearing instrument and its amount at maturity calculated on an effective interest rate basis.

1.3.5 Trade and other receivables

Trade receivables are recognised initially at fair value. Appropriate allowances for estimated irrecoverable amounts are recognised in surplus or deficit when management believes that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 90 days overdue) are considered indicators that the trade receivable is impaired.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of financial performance within operating expenses. The amount of the allowance is calculated in accordance with the doubtful debt policy of the GPW. When a trade receivable is irrecoverable, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited in the statement of financial performance.

Trade and other receivables are classified as loans and receivables.

1.3.6 Trade and other payables

Trade payables are initially and subsequently measured at fair value.

1.3.7 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and deposits held and owed by the Paymaster General. These are initially and subsequently recorded at fair value.

1.4 Operating leases

Leases of assets under which all the risks and benefits of ownership are effectively retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the statement of comprehensive income on a straight-line basis over the period of the lease, except where it is immaterial in relation to the total lease payments and where variable escalation forms part of the payments.

Operating leases are those leases that do fall within the scope of the above definition. Operating lease rentals are expensed as they become due.

1.5 Inventories

Inventories are measured at the lower of cost and net realisable value, determined at standard cost.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

The cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The cost of inventories of items that are not ordinarily interchangeable and goods or services produced and segregated for specific projects is assigned using specific identification of the individual costs.

When inventories are sold, the carrying amount of those inventories are recognised as an expense in the period in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.6 Impairment of assets

The entity assesses at each statement of financial position date whether there is any indication that an asset may be impaired. If any such indication exists, the entity estimates the recoverable amount of the asset.

If there is any indication that assets may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

An impairment loss of assets carried at cost less any accumulated depreciation is recognised immediately in profit or loss.

The increased carrying amount of assets attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation is recognised immediately in profit or loss.

1.7 Retirement benefits

1.7.1 Pension funds

The GPW contributes to the Government Employees Pension Fund in respect of employer's contribution to the fund, as prescribed by law, and this is therefore recognised as an expense in the accounting period. No provision is made for pension retirement benefits in the financial statements of the GPW as the pension scheme is administrated by the National Treasury. Once the employee leaves the GPW, he/she becomes a pension member under the auspices of the National Treasury and has no relationship with the GPW.

1.7.2 Medical benefits

The GPW provides medical benefits for its employees in accordance with Public Service conditions of service benefits. These benefits are funded by employer and employee contributions. Employer contributions to the fund are expensed when money is paid to the fund. No provision is therefore made for medical benefits in the financial statements of the GPW. The GPW does not bear any responsibility for medical benefits for employees who have retired.

1.7.3 Termination benefits

Termination benefits are recognised and expensed only when payment is made and the actual costs are reflected. These benefits are pro rata leave and pro rata service bonuses when an employee resigns or when an employee retires.

1.8 Provisions

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 will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the present value of the expenditure expected to be required to settle the obligation.

Provisions shall not be recognised for future operating losses. If an entity has a contract that is onerous, the present obligation under the contract shall be recognised and measured as a provision.

1.9 Conditional grants and receipts

Government grants are recognised when there is reasonable assurance that:

- the entity will comply with the conditions attached to them; and
- the grants will be received.

The deferred income relating to grants is recognised on the following basis:

Capital contributions on plant and equipment: The deferred income will be credited to the statement of comprehensive income over the useful life of the asset starting when the asset is brought to use.

1.10 Revenue recognition

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- the entity has transferred to the buyer the significant risks and rewards of ownership of the goods;
- the entity retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the entity; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for goods and services provided in the normal course of business, net of trade discounts and volume rebates, and value added tax.

1.11 Interest income

Interest is recognised on a time-proportion basis using the effective interest method.

I.12 Irregular expenditure

Irregular expenditure is expenditure that is contrary to the Public Finance Management Act (Act No. 01 of 1999), the Treasury Regulations issued in terms of the Act or in contravention of the entity's supply chain management policy. Irregular expenditure excludes unauthorised expenditure. Irregular expenditure is accounted for as expenditure in the statement of comprehensive income and where recovered, it is subsequently accounted for as revenue in the statement of comprehensive income.

I.13 Fruitless and wasteful expenditure

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

I.14 Translation of foreign currencies

Foreign currency transactions

The functional and presentation currency of the GPW is the South African Rand. Transactions in foreign currencies are initially recorded in the functional currency at the rate ruling at the date of the transaction. At the date of the statement of financial position, monetary assets and liabilities denominated in foreign currencies are translated to the functional currency, being the South African Rand, at exchange rates ruling at the date of the statement of financial position. Exchange differences arising on the settlement of transactions, at rates different from those at the date of the transaction, and unrealised foreign exchange differences on unsettled foreign currency monetary assets and liabilities, are recognised in the statement of comprehensive income.

I.15 Significant judgements, estimates and assumptions

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement are inherent in the formation of estimates. Actual results in the future could differ from these estimates that may be material to the annual financial statements. Significant judgements include: allowance for impairment of trade and other receivables, allowance for slow moving inventory, residual values, useful lives and depreciation methods, employee obligations and asset impairment tests.

Other judgements made relate to classifying financial assets and liabilities into categories.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Annual Financial Statement for the year ended 31 March 2014

2014	2013
R'000	R'000

2. REVENUE

Revenue	780,659	929,154
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3. OTHER INCOME

Bad debts recovered	104	12
Discount received	4,564	2,667
Deferred income	61,249	66,933
Other recoveries	13	1
Surplus on disposal of assets	84	-
	66,014	69,613

4. OPERATING EXPENDITURE

Administration and management fees	28,731	27,587
Auditor's remuneration	5,244	4,566
Bad debts written off	164	8
Depreciation and amortisation	13,132	10,527
Employee costs	68,665	60,119
Loss on disposal of assets	-	6
Loss on exchange differences	2,976	238
Other operating expenditure	65,331	52,439
Provision for impairment of trade and other receivables	12,597	6,487
	196,840	161,977

5. SURPLUS FOR THE YEAR

The following items have been charged in arriving at surplus for the year

Depreciation	75,373	78,772
Amortisation	4,164	2,090
Auditors' remuneration	5,244	4,566
	84,781	85,428

2014			2013		
Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value

6. PROPERTY, PLANT AND EQUIPMENT

Plant and equipment	621,307	(385,176)	236,131	582,370	(335,678)	246,692
Office furniture	17,151	(12,794)	4,357	15,871	(11,631)	4,240
Motor vehicles	880	(880)	-	880	(880)	-
Computer equipment	69,566	(43,962)	25,604	50,858	(31,203)	19,655
Leasehold improvements	86,917	(10,289)	76,628	78,552	(6,470)	72,082
Total	795,821	(453,101)	342,720	728,531	(385,862)	342,669

Reconciliation of property, plant and equipment – 2014

	Opening balance	Additions	Disposals	Transfers	Depreciation	Total
Plant and equipment	246,692	41,657	(2)	5,068	(57,284)	236,131
Office furniture	4,240	1,629	-	-	(1,512)	4,357
Computer equipment	19,655	18,708	-	-	(12,759)	25,604
Leasehold improvements	72,082	8,364	-	-	(3,818)	76,628
	342,669	70,358	(2)	5,068	(75,373)	342,720

Reconciliation of property, plant and equipment – 2013

	Opening balance	Additions	Disposals	Transfers	Depreciation	Total
Plant and equipment	292,329	19,427	-	389	(65,453)	246,692
Office furniture	4,405	1,050	(6)	29	(1,238)	4,240
Computer equipment	41,127	223	-	(12,704)	(8,991)	19,655
Leasehold improvements	41,727	33,445	-	-	(3,090)	72,082
	379,588	54,145	(6)	(12,286)	(78,772)	342,669

2014			2013		
Cost/ Valuation	Accumulated amortisation	Carrying value	Cost/ valuation	Accumulated amortisation	Carrying value

7. INTANGIBLE ASSETS

Computer software, other	20,821	(6,255)	14,566	20,821	(2,090)	18,731
Intangible assets under development	4,674	-	4,674	6,482	-	6,482
Total	25,495	(6,255)	19,240	27,303	(2,090)	25,213

Reconciliation of intangible assets – 2014

	Opening balance	Additions	Transfers	Amortisation	Total
Computer software, other	18,731	-	-	(4,165)	14,566
Intangible assets under development	6,482	3,260	(5,068)	-	4,674
	25,213	3,260	(5,068)	(4,165)	19,240

Reconciliation of intangible assets – 2013

	Opening balance	Additions	Transfers	Amortisation	Total
Computer software, other	-	8,756	12,065	(2,090)	18,731
Intangible assets under development	-	6,261	221	-	6,482
	-	15,017	12,286	(2,090)	25,213

8. INVENTORIES

	2014	2013
	R'000	R'000
Raw materials, components	135,925	79,788
Work in progress	2,033	21,550
Finished goods	62,239	51,322
Consumables	4,120	3,795
Subtotal	204,317	156,455
Inventories (write-downs)	(610)	(610)
	203,707	155,845

Inventories are valued consistent to previous years as stated in note 1.5. During the year under review, slow moving and obsolete stock amounting to R3,678 thousand (2013: Rnil) was written off. A decrease in the provision for slow moving and obsolete stock amounting to Rnil (2013: R724 thousand) was passed during the current financial year.

9. TRADE AND OTHER RECEIVABLES

Trade receivables	190,668	404,770
Other receivables	21,186	3,824
	211,854	408,594

Included in other receivables are the following: incapacity leave of R68 thousand (2013: R102 thousand) and VAT of R5,428 thousand (2013: Rnil).

The GPW considers that the carrying amount of trade and other receivables approximates to their fair value. Concentrations of credit risk with respect to trade receivables are limited due to the majority of receivables being owed by government departments. Management believes that no additional credit risk beyond amounts provided for collection losses is inherent in the entity's trade receivables.

2014	2013
R'000	R'000

9. TRADE AND OTHER RECEIVABLES (CONTINUED)

Trade and other receivables impaired

As at 31 March 2014, trade and other receivables in the amount of R31,861 thousand were considered to be impaired and an increase in the provision for doubtful debts of R12,597 thousand was passed in the current financial year.

Reconciliation of provision for impairment of trade and other receivables

Opening balance	24,977	18,490
Provision adjustment	12,597	6,487
Less: utilised	(5,713)	-
	31,861	24,977

The creation and release of provision for impaired receivables have been included in operating expenditure in the Statement of Comprehensive Income (note 4). Amounts charged to the allowance account are generally written off when there is no expectation of recovering additional cash.

10. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of:

Cash on hand	260	444
Bank balances	10,310	74,450
Paymaster General	1,287,388	953,437
	1,297,958	1,028,331

II. CAPITAL FUND

Balance at the beginning of the year	875,693	683,911
Transfer of the National Treasury approved surplus	109,358	191,782
	985,051	875,693

The capital fund originated through the transfer of net surplus in previous years after the approval of the National Treasury was obtained for the necessary transfers. The purpose of the fund is the financing of the operations of the GPW.

2014	2013
R'000	R'000

12. DEFERRED INCOME

During the financial year under review, the GPW received an amount of R134 005 thousand from National Treasury via the Department of Home Affairs as a contribution towards the transformation of the GPW, including the procurement of new production equipment. The deferred income will be credited to the Statement of Comprehensive Income over the useful life of the asset starting when the asset is brought to use.

Opening balance	674,206	605,920
Grants received during the year	134,005	135,219
Deferred income realised through depreciation and appropriation	(61,249)	(66,933)
Closing balance	746,962	674,206

13. TRADE AND OTHER PAYABLES

Trade payables	122,949	184,444
Other payables	62,446	109,237
Accrued expense – leave pay	5,028	4,739
	190,423	298,420

Included in other payables are the following: unallocated deposits of R16,544 thousand (2013: R86,849 thousand), VAT of Rnil (2013: R11,680 thousand) and debtors with credit balances of R2,326 thousand (2013: R4,167 thousand).

Management consider that the carrying amount of trade and other payables approximates their fair value.

The entity changed its leave policy in 2002 due to the new dispensation. The entity capped all employees' unused leave from the previous years prior to June 2000, limiting employees to take such leave during their working life at the entity under specific conditions. Capped leave is payable, based on the salary notch at the date of termination, which is only applicable if the termination of service is as a result of retirement, ill-health, death and specific leave conditions.

Accrued leave pay		
Opening balance	4,739	4,878
Movement	288	(139)
	5,027	4,739

14. PROVISIONS

Reconciliation of provisions – 2014

Service bonus

	Opening balance	Movement	Total
Service bonus	2,975	381	3,356

Reconciliation of provisions – 2013

Service bonus

Service bonus	2,672	303	2,975
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The service bonus payable is based on an employee's monthly salary on the date when the bonus is due (month of birth). Bonuses payable to employees are only applicable if an employee is still in the service of the entity or else on a pro rata basis in instances of retirement, ill-health and death.

2014	2013
R'000	R'000

15. CASH GENERATED FROM OPERATIONS

Surplus for the year

Adjustments for:

Depreciation and amortisation

(Profit) loss on sale of assets

Interest

Movements in provisions

Changes in working capital:

Inventories

Trade and other receivables

Trade and other payables

Deferred income

Surplus for the year	149,687	109,362
Adjustments for:		
Depreciation and amortisation	79,538	80,862
(Profit) loss on sale of assets	-	6
Interest	-	(2)
Movements in provisions	381	303
Changes in working capital:		
Inventories	(47,862)	(17,411)
Trade and other receivables	196,740	(244,327)
Trade and other payables	(107,997)	141,954
Deferred income	72,756	68,286
	343,243	139,033

16. OPERATING LEASES

The GPW leases offices under lease agreements. The leases have varying terms, escalation clauses and renewal rights.

The future aggregate minimum lease payments under operating leases are as follows:

Up to 1 year	1 to 5 Years	Up to 1 year
R'000	R'000	R'000
R3,652	R2,927	R nil

17. DEPRECIATION – OPERATING EXPENDITURE

	2014	2013
	R'000	R'000
Plant and machinery	138	77
Office equipment	760	667
Computer equipment	8,070	7,693
	<u>8,968</u>	<u>8,437</u>
Amortisation – operating expenditure		
Computer software, other	4,164	2,090
	<u>4,164</u>	<u>2,090</u>
Total depreciation – operating expenditure	8,968	8,437
Amortisation – operating expenditure	4,164	2,090
	<u>13,132</u>	<u>10,527</u>

18. EMPLOYEE BENEFITS

Salaries and wages	125,554	109,458
Employer contributions:		
Pension	9,974	8,524
Housing	4,554	4,400
Medical	6,809	6,580
Public Service Co-ordinate Bargaining Council	6	3
General Public Service Bargaining Council	28	28
	<u>146,925</u>	<u>128,993</u>

19. EMOLUMENTS

Chief Executive Officer

	2014 R'000	2013 R'000
Basic	891	844
Flexible portion of package	747	704
	1,638	1,548

General Manager: Operations and Production

Basic	859	754
Flexible portion of package	363	323
Leave gratuity	118	-
	1,340	1,077

General Manager: Financial Services

Basic	730	646
Flexible portion of package	505	504
	1,235	1,150

General Manager: Strategic Management

Basic	519	-
Flexible portion of package	235	-
Leave gratuity	41	-
	795	-

General Manager: Strategic Management was appointed on the 7th of May 2013 and resigned on the 31st of December 2013.

19. EMOLUMENTS (CONTINUED)

General Manager: Human Resources

	2014	2013
	R'000	R'000
Basic	140	-
Flexible portion of package	96	-
	236	-

The General Manager: Human Resources was appointed on the 1st of October 2013 and resigned on the 31st of December 2013. The Director: Human Resources acted in the absence of a general manager.

Director: Human Resources

Basic	455	345
Flexible portion of package	184	124
Acting allowance	-	150
Long service award	16	-
	655	619

The Director: Human Resources acted in the absence of a General Manager.

20. REMUNERATION OF AUDIT COMMITTEE MEMBERS

Audit committee members	132	37
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21. CONTINGENCIES

In terms of the PFMA, all surplus funds as at year end may be forfeited to National Treasury should an application for retention of surplus funds be denied. The GPW will submit an application to National Treasury for the retention of the surplus funds for the year 31 March 2014. As in previous years, the GPW expects that National Treasury will approve the retention of the surplus funds.

2014	2013
R'000	R'000

22. RELATED PARTIES

Related party balances

Amounts included in Trade Receivable (Trade Payable) regarding related parties

The Department of Home Affairs	52,592	8,501
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Deferred income

Grant received from National Treasury, via the Department of Home Affairs	134,005	135,219
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Related party transactions

The following transactions pertaining to the major related parties to the GPW are disclosed:

The Department of Home Affairs

Sales	340,181	234,874
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23. EVENTS AFTER THE REPORTING DATE

Events that occurred after the reporting date, but before the financial statements were authorised for issue, were considered. There were no events that indicated evidence of any adverse or favourable conditions that existed on reporting date that should be adjusted for.

24. RENTAL OF BUILDINGS

Certain buildings occupied by the GPW are owned and provided by the Department of Public Works.

25. UNAUTHORISED EXPENDITURE

There was no unauthorised expenditure during the period, hence there was no need for disciplinary action.

26. IRREGULAR EXPENDITURE

Opening balance
Add: irregular expenditure – current year
Less: amounts condoned

2014	2013
R'000	R'000
173	173
-	-
-	-
173	173
173	173

Payment to supplier without tax clearance certificate.

27. FRUITLESS AND WASTEFUL EXPENDITURE

There was no fruitless and wasteful expenditure during the period.

28. GIFTS AND DONATIONS

No gifts and donations were made during the period.

29. EX-GRATIA PAYMENTS

Payments made during the period.

16	20
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30. FINANCIAL INSTRUMENTS

General

The GPW's activities expose it to a variety of risk. This section summarises these risks and the manner in which the GPW manages them.

Categories of financial instruments

Financial assets

Cash and bank balances	1,297,958	1,028,331
Trade receivables	190,668	404,770

Financial liabilities

Trade payables	122,949	184,442
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30. FINANCIAL INSTRUMENTS (CONTINUED)

Operational risk

Operational risk is the risk of loss arising from system failure, human error or external events. When controls fail to perform, operational risk can cause damage to reputation, have legal or regulatory implications or can lead to financial loss. The GPW can't expect to eliminate all operational risks, but by initiating a rigorous control framework and by monitoring and responding to potential risk, the GPW is able to manage the risk. Controls include effective segregation of duties, access control, authorisation and reconciliation procedures, staff education and assessment processes and financial processes.

Price risk

As the entity has no significant interest-bearing assets, the entity's income and operating cash flows are substantially independent of changes in market interest rates.

Fair value

At 31 March 2014, the carrying amounts of cash, accounts receivable, accounts payable and accrued expenses approximated their fair values due to the short term maturities of these assets and liabilities.

Credit risk

The GPW sells to government departments, state organs and the general public. It does not apply the credit management policies in a normal trading environment due to the fact that credit sales are only to government departments. Sales to the general public are either on a pre-paid or cash basis.

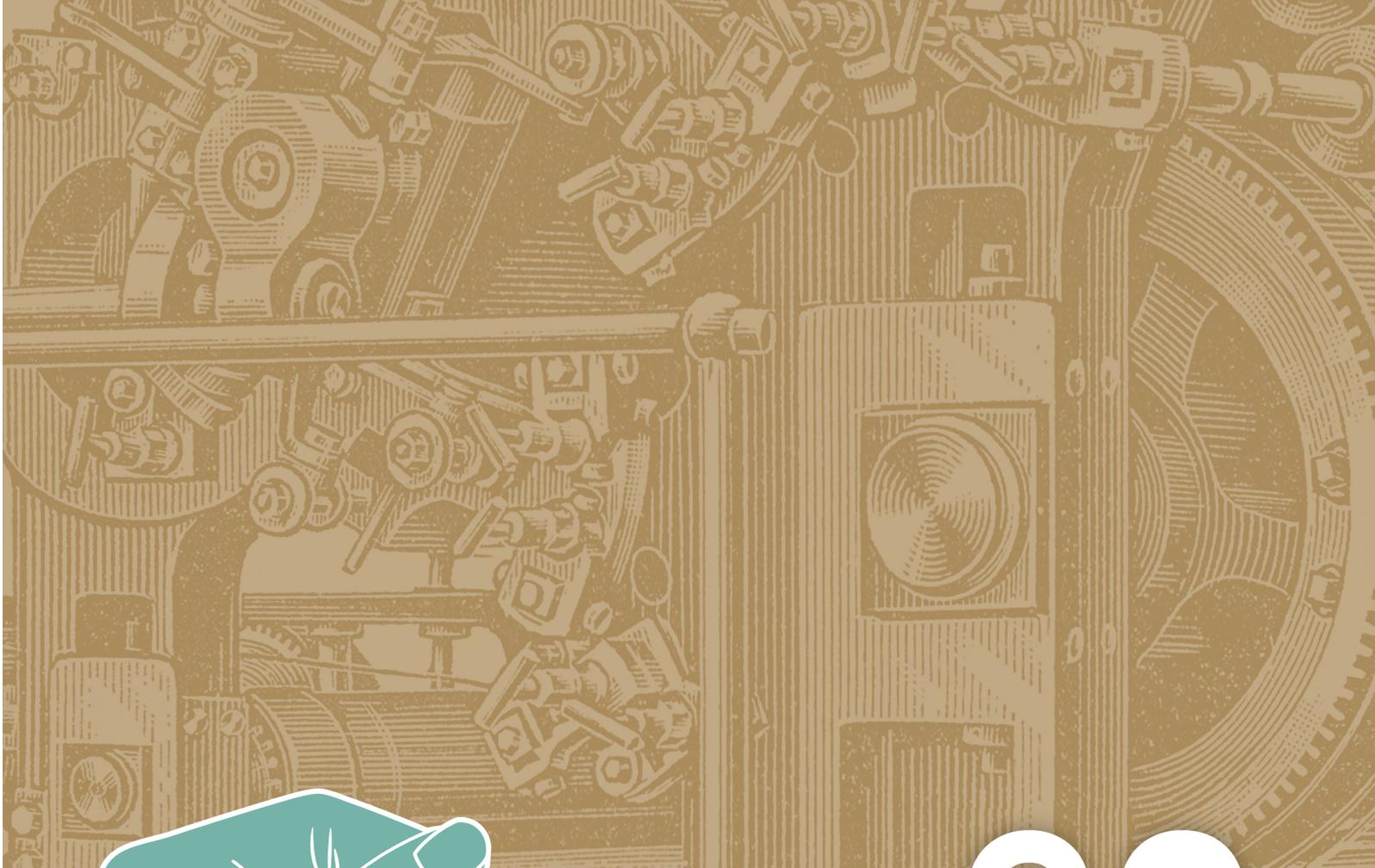
Currency risk

The entity operates in the Republic of South Africa and is exposed to foreign exchange risk. At year end, the GPW had an exposure to the EURO due to agreements for the maintenance of machinery and supply of stock, which contracts were concluded in EURO.

The entity did not hedge for foreign exchange fluctuations on these contracts, due to the utilisation of the Paymaster General account.

Liquidity risk

The entity's exposure to liquidity risk is minimal since the GPW resides under the auspices of the Department of Home Affairs, which is the ultimate responsible party of the GPW.



CHAPTER 08

>>>> PERFORMANCE REPORT

This chapter details the GPW's performance indicators, its actual output for the year under review and actual performance against target. It also provides reasons if there is a variance between these measurements.

PERFORMANCE INFORMATION

STATEMENT OF RESPONSIBILITY FOR PERFORMANCE INFORMATION

The Chief Executive Officer is responsible for the preparation of the public entity's performance information and for the judgements made in this information.

The Chief Executive Officer is responsible for establishing, and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of performance information.

In my opinion, the performance information fairly reflects the actual achievements against planned objectives, indicators and targets as per the strategic and annual performance plan of the public entity for the financial year ended 31 March 2014.

The GPW's performance information for the year ended 31 March 2014 has been examined by the external auditors and their report is presented on page 39.

The performance information of the entity set out on page 66 to page 96 was approved by the Chief Executive Officer.

Prof AD Mbewu
CHIEF EXECUTIVE OFFICER
30 May 2014

AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

Refer to paragraph in Auditor-General's report

OVERVIEW OF THE GPW'S PERFORMANCE

Service delivery environment

During the 2013/2014 year, the GPW continued with its mandate of offering security printing services to organs of state. This included the commissioning of a card personalisation centre in support of the Department of Home Affairs' strategic objective to roll out a new national identification document in the format of a smart card, which will replace the present green identity book.

The new smart ID card was launched on 15 October 2013 to South African citizens and has since progressed satisfactorily. The Department of Home Affairs has also mandated the GPW to develop a document dispatch centre, in order to ensure efficient distribution of passports and identity documents. This however, could not be achieved during the financial year due to the lack of adequate, secured facilities in which expanded operations can be conducted effectively and efficiently. In this regard, the GPW is dependent on Department of Public Works to complete the design and construction of the said facilities. However, little progress had been made in this project and therefore the GPW, in November 2013, resolved to begin the renovation of Pavilion three in the Visagie Street complex using its internal resources. This process has matured to the extent where a professional service provider has been appointed and the construction phase is imminent.

The GPW also expanded the range of security services delivered and new products include South African Revenue Services (SARS) customs certificates (EUR1), smart ID card for the Department of Home Affairs, KZN Liquor License, North West Liquor License, authentication certificate for the SA Qualifications Authority, matric statement of results for the National Department of Education and many others.

The GPW continued producing high quality printing at the new passport production facility, which was launched in 2009. Production statistics for selected products during the year under review are as follows:

Product	2013/2014	2012/2013	2011/2012	2010/2011	2009/2010	2008/2009
Passports (booklets)	656,600	627,152	707,384	859,884	832,262	1,259,611
Identity documents (booklets)	1,884,326	1,995,421	2,395,393	2,233,493	2,463,147	2,499,419
Examinations (books)	21,902,988	16,518,188	26,538,274	21,726,216	29,868,940	38,794,029
Government Gazettes (editions)	2,573	2,384	2,180	2,390	2,292	2,496
Government Gazettes (total number of A4 pages per annum)	109,250	105,120	97,110	107,044	105,915	110,281

Passports and identity books are produced on demand from the Department of Home Affairs. The slight increase in production of passports and the slight decline in production of identity books/cards can be directly related to a decrease in demand. Based on information from the Department of Home Affairs, there has been a decrease in re-application of passports and identity documents, probably due to citizens taking good care of their documents to avoid the increased cost of re-applying for them. The increase in the volume of examinations scripts printed was as a result of additional material printed on behalf of the National Department of Education, towards further education and training colleges. The GPW was still able to maintain service delivery targets, and thus upheld its contribution towards the outcome of government of "an efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship" and the mission of the GPW to provide cost effective, reliable and timeous services to all spheres of government in printing.

Organisational environment

For the 2013/2014 financial year, the GPW continued on the process of transformation from an operational, technological and human resources perspective. The GPW reaped the benefits of the implementation of the Ubumbano Project (ERP) in 2012 with improved internal business processes, including the benefits of activity based costing and managing and integrating the core elements of the organisation. The continued review and refinement of the system further contributed towards the strategic outcome oriented goal of optimising processes and facilities to increase operational effectiveness and improved customer service. The GPW was able to provide high availability of applications and high security on infrastructure. One risk mitigation action for ICT identified that has not been fully addressed is the testing of the disaster recovery plan. The GPW is dependent on the link from Department of Home Affairs being established to enable testing of this plan.

In the 2013/2014 year, a marketing manager was appointed and a marketing strategy subsequently completed.

The GPW continued with the implementation of the human resources plan and the human resources development plan, that demonstrate the human resources unit's contribution to the strategic outcome oriented goal to have an efficient, effective and well-trained/developed workforce. The GPW post establishment has been revisited and approved as part of the implementation of the two-year human resources plan approved in 2013. The revision, changes and approval to the approved structure to further align with the strategic objectives and the completion of the production facilities contributed to the delay in achieving the target to implement the migration plan. The GPW's re-aligned post establishment resulted in reduced management positions. Furthermore, the time delays in the recruitment process, as well as the departure of managers and the lack of suitable candidates, impacted negatively on the achievement of the filling of all identified senior management posts target. The development of employees continued to receive priority evidenced by the average number of training days of three per person.

Key policy developments and legislative changes

During the year there were no key policy developments or legislative changes.

STRATEGIC OUTCOME ORIENTED GOALS

The following strategic outcome oriented goals have been identified for the GPW for the period 2013-2018:

Strategic outcome oriented goal one	Develop the government component
Goal statement	Fully develop the government component organisation to perform as a sustainable ring-fenced business entity with flexibility and within regulated parameters
Strategic outcome oriented goal two	Optimise processes and facilities
Goal statement	Optimise processes and facilities to increase operational effectiveness and improved customer service
Strategic outcome oriented goal three	Developed workforce
Goal statement	Have an efficient, effective and well-trained/developed workforce and special remuneration dispensation for the government component

The GPW continued to make strides in 2013/2014 towards achieving the strategic outcome oriented goals. The operations and production branch continued with its performance of producing high quality products on a timely basis in accordance with client specifications. The design and construction of Pavilion 3 and continued revision and upgrade of ICT systems and processes contributed towards the strategic outcome orientated goal of optimising processes and facilities.

Continued implementation of the human resources plan and the human resources development plan demonstrates the human resources unit's contribution to the strategic outcome oriented goal to have an efficient, effective and well-trained/developed workforce providing quality human resources to enable the GPW to achieve its objectives. The human resources unit continues to perform in the area of training and development.

The achievement of the above outcomes contributed directly to the achievement of the mission of the GPW.

PERFORMANCE INFORMATION BY BUSINESS UNITS

For the year under review, the GPW has used the strategic outcome oriented goals and strategic objectives defined in the strategic plan as the basis to develop the performance indicators and annual targets for the different business units, taking guidelines for planning and reporting on performance information issued by National Treasury.

The GPW business model provides (in addition to compliance functions such as internal audit) for the following four branches:

- Operations and production
- Strategic management
- Financial services
- Human resources

The performance in the different branches is set out below.

Branch Operations and Production

Purpose: To establish itself as the preferred security printer on the African continent, dedicated to helping its customers solve the complex security problems of identity theft and document fraud.

Strategic objectives:

- Functional and secure production facilities – occupy functional and secure production facilities.
- Production equipment – acquire modern production equipment to satisfy all state security printing requirements.
- Production of security printed materials – produce security printed material according to customer requirements and local/international standards at the most cost effective manner and within the agreed delivery lead times.
- Operational and control processes – develop and maintain all operational and control processes to safeguard the integrity of security material.

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

The operations and production branch was able to achieve all the targets for the 2013/2014 financial year, except for the targets of turnaround time (3.3 days vs. three days average turnaround time) and completed construction of secured facilities and re-location to new secured facilities on completion. The GPW was able to reduce the percentage of spoiled passports emanating from booklets personalised from 2.8% to 1.7%, well below the international benchmark of 3%.

One of the major challenges that prevents the operations and production branch from functioning optimally is the lack of adequate and secure production facilities. Although the annual target was to complete the construction of secured facilities and re-location once new secured facilities were completed, the GPW was unable to achieve the target. Non-performance by Department of Public Works to complete a feasibility study for the secured facilities resulted in the GPW internally completing the feasibility study for a portion of the facilities known as Pavilion three. The GPW does not have the capacity to complete a comprehensive feasibility study on the entire secured facilities and is dependent on Department of Public Works to complete this. Emanating from the GPW's decision to develop Pavilion three, it was resolved to accelerate the modernisation programme in accordance, resulted in the recapitalisation plan being exceeded. The development of Pavilion three and procurement of equipment contributed directly to the strategic outcome oriented goal to optimise processes and facilities to increase operational effectiveness and improved customer service.

The operational business unit of the GPW is proud to report that the targets set for the production of identity documents and examinations scripts in accordance with client's specifications were achieved. Zero losses due to criminal activity occurred for identity documents, passports and examination scripts.

The achievement of the above targets contributed directly to the GPW's outcome to be the state's mandated security printer.

Despite the challenges described above, the branch was still able to perform extremely well as indicated in the table below.

Branch Operations and Production					
Strategic objectives	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Occupy functional and secure production facilities.	As part of the process to complete an assessment and lay-out and design of the facility a feasibility study was completed.	Completed construction of secured facilities and re-location once new secured facilities are completed.	The GPW completed a feasibility study for a portion of the secured facilities known as Pavilion three, to be developed internally.	Target not achieved.	Non-performance by Department of Public Works to complete a feasibility study for the secured facilities resulted in the GPW internally completing the feasibility study for a portion of the facilities known as Pavilion three. The GPW does not have the capacity to complete a feasibility study on the entire secured facilities and is dependent on Department of Public Works to complete this.
Production equipment: Acquire modern production equipment to satisfy all state security printing requirements.	Nine items of equipment procured according to recapitalisation plan	Three items of equipment procured according to recapitalisation plan	Three items of equipment procured according to recapitalisation plan.	Target achieved.	Emanating from the GPW's decision to develop Pavilion three, it was resolved to accelerate the modernisation programme in accordance.

Branch Operations and Production					
Strategic objectives	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Production of security printed materials: Produce security printed materials according to customer requirements and local/international standards at the most cost effective manner and within the agreed delivery lead times.	99.95% of identity documents produced conformed to specifications and identity documents delivered at an average turnaround time of 3.3 days.	100% of identity documents/cards produced must conform to the clients' specifications.	100% of the 1,884,326 identity documents conformed to specifications. 0.01% incorrect documents needed replacement prior to delivery.	Target achieved.	The low percentage of spoilage (0.01%) is in line with the previous years. 589 identity documents were spoiled. Spoilage emanates from regular production operations. Spoilage of documents is part of the regular production process. These are unplanned and unforeseen incidents, and thus vary in frequency and quantities.
		Identity documents / cards delivered at a turnaround time of three days.	Identity documents delivered at an average (slightly higher than targeted) turnaround time of 3.3 days.	Target not achieved.	Daily quantities of identity documents received from Department of Home Affairs vary. The GPW's fixed resources cannot always cope with these fluctuations within the restricted print window. No corrective action can be taken as a result.
	2.8% spoiled passports emanating from booklets personalised.	Maintain or reduce spoilage percentage.	11,228 (1.7%) spoiled passports emanating from the 656,600 booklets personalised. Target achieved.	Target achieved.	The 1.7% spoilage is well below the international benchmark of 3% and the actual spoilage of 2.8% reported in the previous year. The current high quality control processes should be maintained.
	100% of required examination scripts produced within client's specified time frames.	Produce 100% of the required number of examination scripts within the client's specified time frames.	100% of the required 21,902,988 examination scripts were produced within the client's specified time frames.	Target achieved.	-

Branch Operations and Production					
Strategic objectives	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Operational and control processes: Develop and maintain all operational and control processes to safeguard the integrity of security material.	New strategic objective.	Develop and maintain standard operating procedures for all security printing material.	The standard operating procedures document was reviewed and updated when required. The purpose of the standard operating procedures is to establish best practice procedures pertaining to preparation of documents prior to printing, during the printing, binding and dispatch processes of all printed documents.	Target achieved.	-
		Maintain or reduce loss indicator.	No documents were lost due to theft.	Target achieved.	-

Branch Operations and Production					
Performance indicator	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Completed construction of secured facilities and re-location to new secured facilities on completion.	As part of the process to complete an assessment and lay-out and design of the facility a feasibility study was completed.	Completed construction of secured facilities and re-location once new secured facilities are completed.	The GPW completed a feasibility study for a portion of the secured facilities known as Pavilion three, to be developed internally.	Target not achieved.	Non-performance by Department of Public Works to complete a feasibility study for the secured facilities resulted in the GPW internally completing the feasibility study for a portion of the facilities known as Pavilion three. The GPW does not have the capacity to complete a feasibility study on the entire secured facilities and is dependent on Department of Public Works to complete this.

Branch Operations and Production					
Performance indicator	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Equipment replacement ratio.	Nine items of equipment procured according to recapitalisation plan.	Three items of equipment procured according to recapitalisation plan.	Three items of equipment procured according to recapitalisation plan.	Target achieved.	Emanating from the GPW's decision to develop Pavilion three, it was resolved to accelerate the modernisation programme in accordance.
Identity documents produced according to quality and delivery specifications.	99.95% of identity documents produced conformed to specifications and identity documents delivered at an average turnaround time of 3.3 days.	100% of identity documents produced must conform to the clients specifications.	100% of the 1,884,326 identity documents conformed to specifications. 0.01% incorrect documents needed replacement prior to delivery.	Target achieved.	The low percentage of spoilage (0.01%) is in line with the previous years. 589 identity documents were spoiled. Spoilage emanates from regular production operations. Spoilage of documents is part of the regular production process. These are unplanned and unforeseen incidents, and thus will vary in frequency and quantities.
		Identity documents delivered at a turnaround time of three days.	Identity documents delivered at an average (slightly higher than targeted) turnaround time of 3.3 days.	Target not achieved.	Daily quantities of identity documents received from Department of Home Affairs vary. The GPW's fixed resources cannot always cope with these fluctuations within the restricted print window. No corrective action can be taken as a result.
Quantity of passports spoiled during booklet personalisation.	2.8% spoiled passports emanating from booklets personalised.	Maintain or reduce spoilage percentage at 3% of total production.	11,228 (1.7%) spoiled passports emanating from the 656,600 booklets personalised.	Target achieved.	The 1.7% spoilage is well below the international benchmark of 3% and the actual spoilage of 2.8% reported in the previous year. The current high quality control processes should be maintained.
Quantity of examination scripts printed.	100% of required examination scripts produced within client's specified time frames.	Produce 100% of the required number of examination scripts within the client's specified time frames.	100% of the required 21,902,988 examination scripts were produced within the client's specified time frames.	Target achieved.	-

Branch Operations and Production					
Performance indicator	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Develop and maintain standard operating procedures for all security printing material.	A standard operating procedure document was developed.	Develop and maintain standard operating procedures for all security printing material.	The standard operating procedures document was reviewed and updated when required. The purpose of the standard operating procedures is to establish best practice procedures pertaining to preparation of documents prior to printing, during the printing, binding and dispatch processes of all printed documents.	Target achieved.	-
Loss indicator: passports.	No documents were lost due to theft.	Maintain a zero rate of loss.	No losses of passports due to theft.	Target achieved.	-
Loss indicator: identity documents.	No documents were lost due to theft.	Maintain a zero rate of loss.	No losses of identity documents due to theft.	Target achieved.	-
Loss indicator: examination scripts.	No documents were lost due to theft.	Maintain a zero rate of loss.	No losses of examination scripts due to theft.	Target achieved.	-

Strategy to overcome areas of under performance

With the migration from the manual production process associated with manufacturing of the green identity book to the mechanised personalisation processes associated with the smart ID card, a substantial improvement in the turnaround time will be achieved during the next financial year.

The GPW will continue to engage with the Department of Public Works towards expediting the development of its planned new security printing facility situated in Visagie Street, Pretoria.

Changes to planned targets

No changes to planned targets.

Branch Strategic Management

Purpose: Facilitating the development, alignment and implementation of the strategic plan and related policies and procedures; marketing of the GPW's products and services; the provisioning of information communication and technology services and the rendering of legal services.

Strategic objectives per annual performance plan:

- Coordination and distribution of government information – ensure the effective and efficient coordination and distribution of government information to the public.
- Availability of ICT services – provide high availability of ICT services.
- Secure ICT environment – provide a secure ICT environment.
- Continuous printing process improvement – provide a framework for continuous printing process improvement.
- ICT support services – optimise ICT support services.
- Awareness of the GPW – raise and increase awareness of the GPW including new/improved production capacity and capabilities.
- Product mix diversification – diversification of product mix within security printing.
- Develop and implement marketing strategy – aggressive marketing strategy to retain and grow the market developed and implemented.
- Security risk management system – develop and implement a security risk management system.
- Provide independent and objective assurance and consulting services to management – to provide independent and objective assurance and consulting services to management including assessing the adequacy and effectiveness of internal controls and governance processes.

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

The GPW reaped the benefits of the implementation of the Ubumbano Project (ERP) in 2012 with improved internal business processes including the benefits of activity based costing and managing and integrating the core elements of the organisation. For the 2013/2014 year, the focus was on continuous review and improvement to contribute to the strategic outcome orientated goal of optimising processes and facilities to increase operational effectiveness and improved customer service. The GPW started hosting the public web internally, where previously an external service provider hosted it and further improvements to the internal call centre were made. The unit was also able to provide high availability of applications and high security on infrastructure. The one risk mitigation action for ICT identified that has not been fully addressed is the testing of the disaster recovery plan. The GPW is dependent on the link from Department of Home Affairs being established to enable testing of the disaster recovery plan.

In the 2013/2014 year, a marketing manager was appointed and a marketing strategy subsequently completed. The GPW was also able to expand on the range of products delivered and new products include South African Revenue Services (SARS) customs certificates (EURI), smart ID card for the Department of Home Affairs, KZN Liquor License, North West Liquor License and matric statement of results for the Department of Education. A decision was taken that the GPW will retain its current branding until the organisation has completed the current transformation process. Once a full brand audit is completed the need for the re-design of the brand and logo will be evaluated.

A draft security risk management plan was completed but not yet approved. The security risk management plan's approval was postponed to provide for the establishment of an internal security committee. Internal audit was only able to complete 73% of planned audits mostly as a result of available capacity.

Branch Strategic Management					
Strategic objectives	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Sales					
Coordination and distribution of government information.	Gazettes have been published electronically on the GPW public web from 17 August 2012. A customer engagement process, whereby key customers have been included in the design process of the forms, has been concluded. The second phase of the project is earmarked to start in June 2013. This phase will focus on the automation of the internal process (input) and organisational alignment.	Implement, review and refine e-Gazette system.	The second phase of the project to automate the internal process (input) and organisational alignment commenced.	Target achieved.	The alignment between the organisational structure and the new electronic process impacts on the time frame of completion of the automation.
	The GPW has been visible on the world wide web from 17 August 2012.	Review and refine public web project.	Previously, the GPW hosted the public web internally via an external service provider. The GPW is able to continuously review and refine the project and affect improvements.	Target achieved.	-
	A recognised approach to the ICT helpdesk for user and ERP systems support was implemented. This approach comprised ICT service management processes and an ICT system to assist with the recording, classification and monitoring of ICT support calls within the GPW.	Establish and implement call centre.	Further improvements to the internal call centre, including updating of software, were made. The roll-out of a fully-fledged helpdesk is dependent on the complete automation of the e-Gazette system.	Target not achieved.	Once the e-Gazette system is fully automated the helpdesk will be extended to incorporate call centre functionality to support GPW external clients' queries. This will however only be implemented once the GPW staff has moved into the new facilities (building) due to space restraints.

Branch Strategic Management					
Strategic objectives	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Coordination and distribution of government information (continued).	99.96% of the 2,384 Gazettes were published according to quality and delivery specifications. One out of 2,384 Gazette editions was printed incorrectly.	100% Government Gazettes published according to quality and delivery specifications	99.96% of the 2,573 Government Gazettes published according to quality and delivery specifications. 0.04% One Government Gazette was published with an error and a correction notice had to be re-done.	Target not achieved.	There is a continuous effort to review and adjust processes to ensure publishing in accordance with quality and delivery specifications. The deviation is not significant and is in line with actual performance reported in 2013.
Information Communication Technology					
Secure application availability:	99.8% systems availability.	98% system availability.	99.3% system availability.	Target achieved.	-
Provide high Availability of ICT services.	100% data rights management controls implemented measured through security breaches and number of threats detected. Zero security breaches and less than 15 threats detected per month.	<five major incidents. <300 minutes of impact.	One incident. 195 minutes of impact.	Target achieved. Target achieved.	-
Provide secure ICT environment.	New strategic objective for 2013/2014.	Zero security breaches. >98% of security risks mitigated.	Zero security breaches. 100% of security risks mitigated.	Target achieved. Target achieved.	-
Provide framework for continuous printing process improvement.	The Ubumbano Project (ERP) was implemented in October 2012.	Review and refine Dynamic AX and Hiflex (Ubumbano Project).	Continuous process of improvement in accordance with project plan.	Target achieved.	-
	Four of the five recommended areas have been addressed and the one area partially addressed.	Complete mitigation of findings by AG.	Two of three mitigation activities have been completed.	Target not achieved.	Disaster recovery still needs to be tested. Testing of disaster recovery will take place once the link from Department of Home Affairs is established.

Branch Strategic Management					
Strategic objectives	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Optimise ICT support services.	A formal approach to the ICT helpdesk was implemented. This approach comprised ICT service management processes and an ICT system to assist with the recording, classification and monitoring of ICT support calls within the GPW.	<four hours to respond to call.	<four hours to respond to call.	Target achieved.	-
		<48 hours average to resolve call.	25.3 hours average to resolve call.	Target achieved.	-
		>90% of calls resolved within SLA.	95% of calls resolved with SLA.	Target achieved.	-
		>99% of ICT staff attended service management training.	99% of ICT staff attended training.	Target achieved.	-
		100% of initiatives implemented.	80% of initiatives implemented.	Target not achieved.	Awaiting finalisation of data connectivity between DHA and the GPW
Marketing					
Awareness of the GPW: Raise and increase awareness of the GPW including new/improved production capacity and capabilities.	New brand and logo not yet developed.	Develop brand (and logo).	Brand usage guidelines development completed.	Target achieved.	The GPW retains its current branding until the organisation has completed its transformation process. The GPW logo does not need to be redesigned at this stage, as the full brand audit must be completed before the brand and logo change. The focus of brand development in this financial year is the development of the guidelines for using the GPW brand. This has been completed.

Branch Strategic Management					
Strategic objectives	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Product mix diversification: Diversification of product mix within security printing.	Top product developments include: - New RSA birth certificate for Department of Home Affairs - New national certificate and diploma for Department of Higher Education - New senior certificate for Department of Basic Education.	One new product developed.	SARS customs certificates (EURI). Smart ID card for the Department of Home Affairs. KZN Liquor License. North West Liquor License. Matric statement of results for the Department of Education.	Target achieved.	-
Marketing strategy: Develop and implement a marketing strategy.	Marketing strategy not completed.	Completed and approved marketing strategy.	Marketing strategy completed.	Target achieved.	-
Security					
Security risk management system: Develop and implement a security risk management system.	Security screening awareness presentations were conducted to the entire staff of the GPW. Security risk management plan not yet approved.	Implement security risk management plan.	An internal security committee has been established and held its first meeting in March 2014. The mandate of the internal security committee is to discuss and advise on security related matters and approve security related policy and procedural documents.	Target not achieved.	A draft security risk management plan was completed but not yet approved. The security risk management plan's approval was postponed to provide for the establishment of an internal security committee. The purpose of the committee is to provide input on security related policy and procedural documents.
Internal audit					
Internal audit: To provide an independent, objective assurance and consulting services.	87% of the audit plan implemented.	100% of annual internal audit plan implemented.	73% of annual internal audit plan implemented.	Target not achieved.	Understaffed/ no additional appointments effected. Lack of IT audit skills within the current capacity.

Branch Strategic Management					
Performance indicator	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Sales					
Develop and implement e-Gazette system.	Gazettes have been published electronically on the GPW public web from 17 August 2012. A customer engagement process, whereby key customers have been included in the design process of the forms, has been concluded. The second phase of the project is earmarked to start in June 2013. This phase will focus on the automation of the internal process (input) and organisational alignment.	Implement, review and refine e-Gazette system.	The second phase of the project to automate the internal process (input) and organisational alignment commenced.	Target achieved.	The alignment between the organisational structure and the new electronic process impacts on the time frame of completion of the automation.
Develop and implement public web project.	The GPW has been visible on the world wide web from 17 August 2012.	Developed and implemented public web project.	Previously, the GPW hosted the public web internally, via an external service provide. The GPW is able to continuously review and refine the project and affect improvements.	Target achieved.	-
Establish and implement call centre.	A recognised approach to the ICT helpdesk for user and ERP systems support was implemented. This approach comprised ICT service management processes and an ICT system to assist with the recording, classification and monitoring of ICT support calls within the GPW.	Design and develop call centre.	Further improvements to the internal call centre, including updating of software, were made. The roll-out of a fully-fledged helpdesk is dependent on the complete automation of the e-Gazette system.	Target not achieved.	Once the e-Gazette system is fully automated the helpdesk will be extended to incorporate call centre functionality to support GPW external clients' queries. This will however only be implemented once the GPW staff has moved into the new facilities (building) due to space restraints.

Branch Strategic Management					
Performance indicator	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
100% Government Gazettes published according to quality and delivery specifications.	99.96% of the 2,384 Gazettes were published according to quality and delivery specifications. One out of 2,384 Gazette editions was printed incorrectly.	100% Government Gazettes published according to quality and delivery specifications.	99.96% of the 2,573 Government Gazettes published according to quality and delivery specifications.	Target not achieved.	One Government Gazette was published with an error and a correction notice had to be re-done. There is a continuous effort to review and adjust processes to ensure publishing in accordance with quality and delivery specifications. The deviation is not significant and is in line with actual performance reported in 2013.
Information communication technology					
System availability.	99.8% system availability.	98% system availability.	99.3% system availability.	Target achieved.	-
Number and impact of major incidents.	100% data rights management controls implemented measured through security breaches and number of threats detected.	<five incidents. <300 minutes impact. <15 threats detected per month.	One incident. 195 minutes of impact.	Target achieved.	-
Number of security breaches.	New performance indicator for 2013/2014.	Zero security breaches.	Zero security breaches.	Target achieved.	-
Percentage of ICT security risks mitigated.	New performance indicator for 2013/2014.	>98%	100%	Target achieved.	-
Review and refine Dynamix AX and Hiflex (Ubumbano Project).	The Ubumbano Project (ERP) was implemented in October 2012.	Review and refine Dynamix AX and Hiflex.	Continuous process of improvement in accordance with project plan.	Target achieved	-

Branch Strategic Management					
Performance indicator	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Mitigation of findings by AG.	Four of the five recommended areas have been addressed and the one area partially addressed	Complete mitigation of findings by AG.	Two of three mitigation activities have been completed.	Target not achieved.	Disaster recovery still needs to be tested. Testing of disaster recovery will take place once the link from Department of Home Affairs is established.
Mean time to respond to call.	A formal approach to the ICT helpdesk was implemented. This approach comprised ICT service management processes and an ICT system to assist with the recording, classification and monitoring of ICT support calls within the GPW.	<four hours to respond to call.	<four hours to respond to call.	Target achieved.	-
Mean time to resolve call.		<48 hours average to resolve call.	25.3 hours average to resolve call.	Target achieved.	-
% of calls resolved within SLA.		>90% of calls resolved within SLA.	95% of calls resolved within SLA.	Target achieved	-
% of ICT staff attended ICT service management training.		>99% of ICT staff attended service management training.	99% of ICT staff attended training.	Target achieved.	-
Consolidation of ICT services.		100% of initiatives implemented.	100% of Initiatives implemented.	Target achieved.	-
Implementation of BCM.		100% of initiatives implemented.	80% of initiatives implemented.	Target not achieved.	Awaiting finalisation of data connectivity between DHA and the GPW. This has been escalated to the DG of DHA by GPW CEO.

Branch Strategic Management					
Performance indicator	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Marketing					
Developed and launched brand (and logo).	New brand and logo not yet developed.	Developed brand (and logo).	Brand usage guidelines development completed.	Target achieved.	The GPW retains its current branding until the organisation has completed the current transformation process. The GPW logo does not need to be redesigned at this stage, as the full brand audit must be completed before the brand and logo change. The focus of brand development in this financial year is the development of the guidelines for using the GPW brand. This has been completed.
Number of new products (SA government and new countries in rest of Africa).	Top product developments include: - New RSA birth certificate for Department of Home Affairs. - New national certificate and diploma for Department of Higher Education. - New senior certificate for Department of Basic Education.	One new product developed	SARS customs certificates (EURI) Smart ID card for the Department of Home Affairs. KZN Liquor License North West Liquor License Matric Statement of Results for the Department of Education.	Target achieved	-
Completed, approved and implemented marketing strategy.	Marketing strategy not completed.	Completed and approved marketing strategy.	Marketing strategy completed.	Target achieved.	-

Branch Strategic Management					
Performance indicator	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Security					
Developed and implemented risk management system.	Implement security risk management plan.	Implemented security risk management plan.	An internal security committee has been established and held its first meeting in March 2014. The mandate of the internal security committee is to discuss and advise on security related matters and approve security related policy and procedural documents.	Target not achieved.	A draft security risk management plan was completed but not yet approved. The security risk management plan's approval was postponed to provide for the establishment of an internal security committee. The purpose of the committee is to provide input on security related policy and procedural documents.
Internal audit					
Percentage of risk based internal audit plan implemented.	87% of the audit plan implemented.	100% of risk based internal audit plan implemented.	73% of annual internal audit plan implemented.	Target not achieved.	Understaffed/ no additional appointments effected. Lack of IT audit skills within the current capacity.

Strategy to overcome areas of under performance

The implementation of the GPW marketing strategy will require an injection of resources, both financial and human. The marketing department is a new establishment, currently only manned by the marketing manager. The department's organisational structure has been developed; however, most positions in the structure need to go through the job evaluation process. This exercise will be conducted in the new financial year.

In order to do the testing of the disaster recovery site, a link has to be established between the Department of Home Affairs and the GPW. This matter is long outstanding and was escalated to the Director-General of Home Affairs by the CEO of the GPW.

Changes to planned targets

No changes to planned targets.

Branch Finance

Purpose: To provide with professionalism and excellence, financial management services to the GPW and its partners so that they achieve the overall objectives economically, efficiently and effectively, hence promoting good governance, accountability and sustainability.

Strategic objectives per annual performance plan:

- Provide quality financial and supply chain management services in compliance with legislation and client needs to contribute towards financial sustainability.

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

Although the GPW could not achieve its target for revenue, the organisation performed well in order to attain increased gross profit and return on investment percentages. Targets that were not achieved are mainly due to the actual revenue being lower than the amount budgeted for due to the late roll-out of the new smart ID card. The actual achievements against the targets demonstrate the finance division's contribution to improved accountability and sustainability.

Branch Finance					
Strategic objective	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Provide quality financial and supply chain management services in compliance with legislation and client needs to contribute towards financial sustainability. (Continues on next page)	Maintained unqualified audit opinion for 2012.	Maintain unqualified audit opinion.	Maintain unqualified audit opinion for 2013.	Target achieved.	-
	7.6 % reductions based on 2011 audit report.	3% reduction of 2012 audit findings.	8.3% reduction based on 2012 audit report.	Target achieved.	-
	Ten day turnaround time in financial management reports.	Ten working days turnaround times for financial management reports.	Nine working day turnaround times for financial management reports.	Target achieved.	-
	>30 days for performance reports.	30 days for performance reports.	30 days for performance reports.	Target achieved.	-
	R929,154 value of revenue.	R1,216,473 value of revenue.	R780,659 value of revenue.	Target not achieved.	Smart ID cards rolled out to the public later than anticipated.
	17.4% operating cost as percentage of revenue.	19.4% operating cost as percentage of revenue.	25.21% operating cost as percentage of revenue.	Target not achieved.	Less revenue was realised than anticipated.
	21.7% gross profit margin.	27.4% gross profit margin.	35.93% gross profit margin.	Target achieved.	Due to the roll out of the smart ID cards being launched later than anticipated, the product mix varied from the target.
	88 days debtor collection period.	60 days debtor collection period.	77 days.	Target not achieved.	Included in the 31 March 2014 debtors' balance is an amount of R51.9m owed by DHA, R19.2m by Education Limpopo, R34.9m by Basic Education National and R11.5m by SAPS.

Branch Finance					
Strategic objective	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Provide quality financial and supply chain management services in compliance with legislation and client needs to contribute towards financial sustainability. (From previous page)	R-value of procurement: HDI 31% Non HDI 69%.	R-value of procurement: HDI 20% Non HDI 80%.	HDI 18% Non HDI 82%.	Target not achieved.	High value procurement made from foreign-based suppliers mainly due to the implementation of the new smart ID card.
	5.6 inventory turn-over ratio.	2.5 inventory turn-over ratio.	8.8 inventory turn-over ratio.	Target achieved.	-
	Supply chain management (SCM) framework and policy revised. Await input from National Treasury.	100% revised draft SCM framework and policy	SCM policy revised, approved and implemented during March 2014.	Target achieved	-
	R19,427m investment in additional production assets.	R350,880m investment in additional production assets.	R41,657m investment in additional production assets.	Target not achieved.	The focus of procurement was shifted to the implementation of the smart ID card (national identity document). Due to the high profile and risk of the smart ID card project, resources were dedicated to ensure timeous completion of this project.
	30% return on capital investment.	27.9% return on capital investment.	44% return on capital investment.	Target achieved.	The much higher than anticipated return on capital investment can be attributed to the lower than the planned investment in production assets as well as the containment of costs.

Branch Finance					
Performance individuals	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Clean audit report.	Maintained unqualified audit opinion for 2012.	Maintain unqualified audit opinion.	Maintain unqualified audit opinion for 2013.	Target achieved.	-
Reduction in audit findings (internal and external audit) on non-compliance to financial related policies.	7.6 % reduction based on 2011 audit report.	3% reduction of 2012 audit findings.	8.3% reduction based on 2012 audit report.	Target achieved.	-
Turnaround times (days) in monthly and quarterly financial management and performance reports.	Ten days financial management reports.	Ten days turnaround times in monthly and quarterly financial management and performance reports.	Nine working days turnaround times for financial management reports.	Target achieved.	-
	>30 days for performance reports.	30 days performance reports.	30 days for performance reports.	Target achieved.	-
R-value of revenue.	R692,919 value of revenue.	R1,216,473 value of revenue.	R780,659m value of revenue.	Target not achieved.	Smart ID cards rolled out to the public later than anticipated.
Operating cost as percentage of revenue.	17.4% operating cost as percentage of revenue.	19.4% operating cost as percentage of revenue.	25.21% operating cost as percentage of revenue.	Target not achieved.	Less revenue was realised than anticipated.
Gross profit margin.	21.7% gross profit margin.	27.4% gross profit margin.	35.93% gross profit margin.	Target achieved.	Due to the late roll out of the smart ID cards launched later than anticipated, the product mix varied from the target.
Debtor collection period.	88 days debtor collection period.	60 days debtor collection period.	77 days.	Target not achieved.	Included in the 31 March 2014 debtors' balance is an amount of R51.9m owed by DHA, R19.2m by Education Limpopo, R34.9m by Basic Education National and R11.5m by SAPS.

Branch Finance					
Performance individuals	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
R-value of procurement between HDIs and non-HDIs.	R-value of procurement: HDI 31%. Non HDI 69%.	R-value of procurement: HDI 20%. Non HDI 80%.	HDI 18%. Non HDI 82%.	Target not achieved.	High value procurement made from foreign-based suppliers mainly due to the implementation of the new smart ID card.
Inventory turn-over ratio.	5.6 inventory turn-over ratio.	2.5 inventory turn-over ratio.	8.8 inventory turn-over ratio.	Target achieved.	-
Revise draft supply chain management (SCM) framework and policy.	SCM framework and policy revised. Await input from National Treasury.	100% revised draft SCM framework and policy.	SCM policy revised, approved and implemented during March 2014.	Target achieved.	-
Investment in additional production assets.	R19,427m investment in additional production assets.	R350,880 investment in additional production assets.	R41,657m investment in additional production assets.	Target not achieved.	The focus of procurement was shifted to the implementation of the smart ID card (national identity document). Due to the high profile and risk of the smart ID card project, resources were dedicated to ensure timeous completion of this project.
Return on capital investment.	30% return on capital investment.	27.9% return on capital investment.	44% return on capital investment.	Target achieved.	The much higher than anticipated return on capital investment can be attributed to the lower than the planned investment in production assets as well as the containment of costs.

Strategy to overcome areas of under performance

The finance division revised and implemented a new debtors' policy during the year under review. More stringent credit control procedures were implemented as a result thereof and it is anticipated that these new procedures would have a positive impact on the collection of debt in future. As the roll-out of the new smart ID card is not under the control of the GPW, the budgets for future years were adjusted to reflect the more realistic roll-out as per the Department of Home Affairs' strategy.

Changes to planned targets

No changes to targets.

Human resources and transformation business unit

Purpose: To create and sustain an environment to unleash human potential and making differences in peoples' lives.

Strategic objectives per annual performance plan:

- Ensure adequate and trained workforce – provision of adequately trained employees to support the organisation towards growth and sustainability.
- Special remuneration dispensation – design and negotiate a special remuneration dispensation.
- Develop and implement labour relations and employee wellness management policies, processes and programmes – enhance sound labour relations between the employer and employee and implementation of employee assistance wellness framework and programme.

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

The human resources and transformation business unit was able to achieve all the targets set for the 2013/2014 financial year, except for the targets of implementation of the migration plan and the filling of all identified senior management posts. The overall performance demonstrates the human resources unit's contribution to providing quality human resources to enable the GPW to achieve its objectives. The GPW post establishment has been revisited and approved as part of the implementation of the two-year human resources plan approved in 2013. The revision, changes and approval to the approved structure to further align with the strategic objectives and the completion of the production facilities contributed to the delay in achieving the target to implement the migration plan. The GPW's re-aligned post establishment resulted in reduced management positions. Furthermore, the time delays in the recruitment process, as well as the departure of managers and the lack of suitable candidates, impacted negatively on the achievement of the filling of all identified senior management posts target.

The target to have an approved and implemented human resources development plan was partially achieved. The establishment of a GPW training academy was postponed until such time as the GPW post establishment has been implemented. However, the development of employees received priority evidenced by the average number of training days of 3.3 per employee.

The approval of the GPW special remuneration dispensation falls outside of the GPW's authority but all actions within the control of the GPW have been completed to contribute towards achieving the target to complete a submission for special remuneration dispensation to the Minister for approval.

Human resources and transformation business unit					
Strategic objective	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Human resources development: Provision of adequately trained employees to support the organisation towards growth and sustainability. (Continues on next page)	Human resources plan approved on 5 February 2013 and appointments for new structure made on a continuous basis.	Implemented human resources plan.	The GPW post establishment has been revisited and approved as part of the implementation of the two-year human resources plan approved in 2013.	Target achieved.	The GPW post establishment was revisited to streamline and further align the structure with the strategic objectives of the organisation.
	Job descriptions and posts job evaluations were completed for all of the 26 identified posts. Job descriptions for an additional 21 posts and job evaluations for 10 posts were also completed.	Revised job descriptions and evaluations.	100% of identified job descriptions and evaluations (22) revisions completed. An additional 107 posts job descriptions; job analyses and job evaluations were completed.	Target achieved.	The target was exceeded due to the revision of the GPW post establishment, resulting in the revision of job descriptions and completed job analyses and evaluations and the revision of existing posts.
	Draft migration plan updated and completed to reflect amendments to the approved structure, including the creation of additional divisions such as the new smart ID card and finishing divisions.	Implemented migration plan.	Zero % of staff migrated in accordance with migration plan.	Target not achieved.	Amended post structure approved in February 2014 and draft migration plan submitted for consultation to the Departmental Bargaining Council. The revision, changes and approval to the approved structure to further align with the strategic objectives contributed to the delay in achieving the target. The implementation of the migration plan, including revised business processes and post provisions, was based on the assumption that the new facility would be completed. Implementation of the migration plan is planned for during the first six months of the 2014/15 financial year.

Human resources and transformation business unit					
Strategic objective	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
(From previous page) Human resources development: Provision of adequately trained employees to support the organisation towards growth and sustainability.	Two of the eight identified management posts were filled. For all other staff, 60 of the 66 identified posts were filled in accordance with the human resources staffing plan.	Filled posts in accordance with human resource staffing plan.	Five of the 14 identified management posts were filled.	Target not achieved.	The GPW's re-aligned post establishment resulted in reduced management positions. Time delays in the recruitment process, departure of managers and the lack of suitable candidates impacted negatively on the achievement of the target.
Training and development plan: Approved and implemented human resources development plan.	Human resources development plan that addresses development of employees and training structures was approved in January 2013 and will be effective from 1 April 2013.	Establish a GPW training academy to implement the human resources development plan.	Human resources development plan implemented as evidenced by the average number of training days per employee. The establishment of a GPW training academy was postponed until such time as the GPW post establishment has been implemented.	Target not achieved.	The development of employees received priority evidenced by the average number of training days of 3.3. As a result of the changes in the GPW structure, a decision was taken to postpone the establishment of a GPW training academy until such time as greater stability is reached.
	1,718 training days were provided compared to the target of 1,200 days (43% above target). This relate to an average of 3.1 average training days per person, compared to the target of two.	Average of three training days per employee.	1,842 training days were provided compared to the target of 1,665 days (10% above target). This relate to an average of three training days per person.	Target achieved	-

Human resources and transformation business unit					
Strategic objective	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
<p>Special remuneration dispensation:</p> <p>Design and negotiate a special remuneration dispensation.</p>	<p>Actions within the control of the GPW to enable achievement of the target were completed and included research, benchmarking studies, presentations and participation in forums to discuss the special remuneration dispensation.</p>	<p>Completed submission for a special remuneration dispensation for approval.</p>	<p>The GPW continued with efforts to support the submission for a special remuneration dispensation to the Department of Public Service and Administration for approval. A benchmark study was completed in 2012, a task team was established and provided input during 2013 and follow-up meetings were conducted during the 2013/14 financial year.</p> <p>Await final approval.</p>	<p>Target achieved.</p>	-
<p>Human resources policies and procedures:</p> <p>Revised, approved and implemented human resources policies</p>	<p>A total of 15 policies revisited and submitted for consultation. Nine policies approved and implemented w.e.f. 1 April 2013.</p>	<p>Identified human resources policies to be reviewed at the end of 2014.</p>	<p>All outstanding human resources policies (six) developed reviewed and implemented at the end of 2013/2014.</p>	<p>Target achieved.</p>	-

Human resources and transformation business unit					
Performance indicator	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Developed and implemented human resources staffing plan (Continues on next page)	Human resources plan approved on 5 February 2013 and appointments for new structure made on a continuous basis.	Implemented human resources plan.	The GPW post establishment has been revisited and approved as part of the implementation of the two-year human resources plan approved in 2013.	Target achieved.	The GPW post establishment was revisited to streamline and further align the structure with the strategic objectives of the organisation.
	For all the 26 identified posts, job descriptions and posts job evaluations were completed. Job descriptions for an additional 21 posts and job evaluations for 10 posts were also completed.	Revised job descriptions and evaluations.	100% of identified job descriptions and evaluations (22) revisions completed. An additional 107 posts job descriptions; job analyses and job evaluations were completed.	Target not achieved.	The target was exceeded due to the revision of the GPW post establishment, resulting in the revision of job descriptions and completed job analyses and evaluations and revision of existing posts.
	Draft migration plan updated and completed to reflect amendments to the approved structure, including the creation of additional divisions such as the new smart ID card and finishing divisions.	Implemented migration plan.	Zero % of staff migrated in accordance with migration plan.	Target not achieved.	Amended post structure approved in February 2014 and draft migration plan submitted for consultation to the Departmental Bargaining Council. Target will not be achieved and will only be finalised 2014/2015. The revision, changes and approval to the approved structure to further align with the strategic objectives contributed to the delay in achieving the target. The implementation of the migration plan including revised business processes and post provisions were based on assumption that the new facility would be completed. Implementation of the migration plan is planned for during the first six months of the 2014/15 financial year.

Human resources and transformation business unit					
Performance indicator	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
(From previous page) Developed and implemented human resources staffing plan.	Two of the eight identified management posts were filled. For all other staff, 60 of the 66 identified posts were filled in accordance with the human resources staffing plan.	Filled posts in accordance with human resources staffing plan.	Five of the 14 identified management posts were filled.	Target not achieved.	The GPW's re-aligned post establishment resulted in reduced management positions. Time delays in the recruitment process, departure of managers and the lack of suitable candidates impacted negatively on the achievement of the target.
Approved and implemented human resources development plan.	Human resources development plan that addresses development of employees and training structures was approved in January 2013 and will be effective from 1 April 2013.	Establish a GPW training academy to implement the human resources development plan.	Human resources development plan implemented as evidenced by the average number of training days per employee. The establishment of a GPW training academy was postponed until such time as the GPW post establishment has been implemented.	Target not achieved.	The development of employees received priority as evidenced by the average number of training days of 3.3 per person. As a result of the changes in the GPW structure, a decision was taken to postpone the establishment of a GPW training academy until such time as greater stability is reached.
Number of average training days	1,718 training days were provided compared to the target of 1,200 days (43% above target). This relate to an average of 3.1 average training days per person compared to the target of two.	Average of three training days per employee.	1,842 training days were provided compared to the target of 1,665 days. This relate to an average of three average training days per person.	Target achieved.	-

Human resources and transformation business unit					
Performance indicator	Actual achievement 2012/2013	Planned target 2013/2014	Actual achievement 2013/2014	Deviation from planned target to actual achievement for 2013/2014	Comment on deviations
Completed submission for special remuneration dispensation to Minister for approval.	Actions within the control of the GPW to enable achievement of the target were completed and included research, benchmarking studies, presentations and participation in forums to discuss the special remuneration dispensation.	Completed submission for a special remuneration dispensation for approval.	The GPW continued with efforts to support the submission for a special remuneration dispensation to the Department of Public Service and Administration for approval. A benchmark study was completed in 2012, a task team was established and provided input during 2013 and follow-up meetings were conducted during the 2013/14 financial year. Await final approval.	Target achieved.	-
Revised, approved and implemented human resources policies.	A total of 15 policies revisited and submitted for consultation. Nine policies approved and implemented w.e.f. 1 April 2013.	Identified human resources policies to be reviewed at the end of 2014.	All outstanding human resources policies (five) developed, reviewed and implemented at the end of 2013/2014.	Target achieved.	-
Develop and implement employee relations management policies, processes and guidelines.	New performance indicator for 2013/14.	All applicable employee relations management policies to be developed approved and implemented at the end of 2013/2014.	Employee relations management policies, processes and guidelines approved and implemented.	Target achieved.	-
Develop and implement employee health and wellness policy and programmes.	New performance indicator for 2013/14.		Employee wellness programmes implemented.	Target achieved.	-

Strategy to overcome areas of under performance

The migration plan was tabled at the Departmental Bargaining Council and, with the amended post establishment approved, the implementation will be finalised in the second quarter of 2014/2015. All identified senior management positions were advertised, headhunting processes initiated and shortlisting have been completed whilst a number of interviews were conducted. Special priority has been given to this deliverable, in order to have the majority of vacancies filled in the third quarter of 2014/2015. The benchmarking and research on a training academy are planned to be finalised during 2014/2015, where subsequently a decision will be taken on the implementation process.

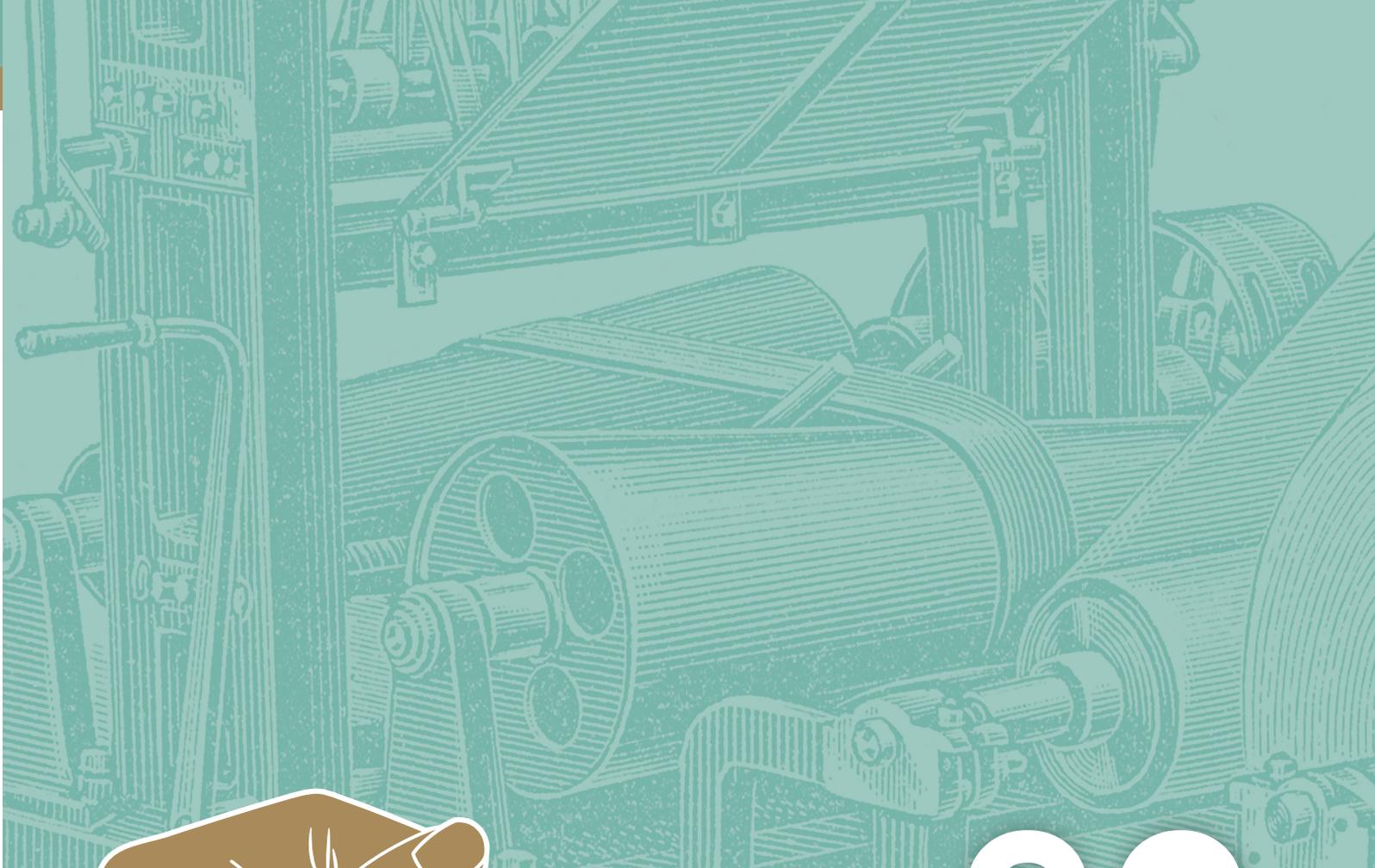
Changes to planned targets

No changes to planned targets

SUMMARY OF FINANCIAL INFORMATION

The information in the table below demonstrates the improved overall financial performance since the proclamation of the GPW as a government component on the 9th of October 2009.

	2014	2013	2012	2011	2010	2009
Revenue	780,659	929,154	692,919	753,443	639,035	487,074
Cost of sales	(500,146)	(727,430)	(455,548)	(473,799)	(497,025)	(403,771)
Gross profit	280,513	201,724	237,371	279,644	142,010	83,303
Other income	66,014	69,613	68,769	63,427	60,248	28,341
Operating expenses	(196,840)	(161,977)	(114,358)	(128,257)	(109,278)	(100,668)
Operating profit	149,687	109,360	191,782	214,814	92,980	10,976
Interest received	-	2	-	-	-	4,260
Profit for the year	149,687	109,362	191,782	214,814	92,980	15,236



CHAPTER

09

>>>> HUMAN RESOURCES

Human resources are important in any organisation and the GPW is determined to create the right workforce to become the business it envisions. This chapter shows this strategic asset in terms of service delivery, expenditure, employments and vacancies, employment equity and more.

I. SERVICE DELIVERY

The tables below reflect the components of the service delivery Improvement Plan as well as progress made in the implementation thereof.

Table 1.1 – Main service for service delivery improvement and standards

Main services	Actual customers	Potential customers who may be integrated	Standard of services	Actual achievements against Standards
Operations and production	All public service departments and South African citizens.	African countries that may require security printing services.	Service delivery standards are set out in the GPW business model.	The re-capitalisation programme and building of printing capacity.

Table 1.2– Consultation arrangements for customers

Type of arrangement	Actual customer	Potential customer	Actual achievements
Direct interaction with clients. The implementation of an ERP solution to be implemented in 2012/2013, which will include a GOW website.	All public service departments and South African citizens.	African countries that may require security printing services.	

Table 1.3– Service delivery strategy

Strategy	Actual achievements
Continuous interactions with various customers and stakeholders to build on improved relations. Commissioning of new equipment and technology.	Improved capacity and on time services.

Table 1.4 – Service information tool

Type of information tool	Actual achievements
Daily interaction with various customers and stakeholders.	Was not measured.

Table 1.5 – Complaints mechanism

Complaints mechanism	Actual Achievements
Suggestion boxes.	Was not used to the maximum of potential for new suggestions and improvements.

2. EXPENDITURE

The GPW budgets in terms of clearly defined programmes. The tables below summarise final audited expenditure (Table 2.1) and by salary level (Table 2.2). In particular, it provides an indication of the amount spent on personnel costs in terms of the salary bands within the GPW.

Table 2.1 – Personnel costs

Programme	Total expenditure	Personnel expenditure	Training expenditure	Professional and special services	Personnel cost as % of total expenditure	Average personnel cost per employee	Employment as at 31 March 2014
	(R'000)	(R'000)	(R'000)	(R'000)		(R')	
Government Printing Works	696,986	146,925	1,283	23,797	21.1	264,185	555
Total	696,986	146,925	1,283	23,797	21.1	264,185	555

Table 2.2 – Personnel costs by salary band

Salary bands	Personnel expenditure	Percentage of total personnel cost	Average personnel cost per employee
	(R'000)	(R'000)	(R')
Lower skilled (Levels 1-2)	1,629	1.1	148,091
Skilled (Levels 3-5)	57,193	39.0	183,900
Highly skilled production (Levels 6-8)	40,094	27.3	299,209
Highly skilled supervision (Levels 9-12)	16,599	11.3	518,719
Senior management (Levels 13-16)	5,639	3.8	939,833
Contract (Levels 1-2)	283	0.2	70,750
Contract (Levels 3-5)	10,279	7.0	367,107
Contract (Levels 6-8)	3,861	2.6	241,313
Contract (Levels 9-12)	6,737	4.6	612,455
Contract (Levels 13-16)	4,573	3.1	1,524,333
TOTAL	146,887	100.00	264,185

Table 2.3 – Salaries, overtime, home owners allowance and medical aid

Programme	Salaries		Overtime		Home owners allowance		Medical assistance	
	Amount (R'000)	Salaries as % of personnel costs	Amount (R'000)	Overtime as % of personnel costs	Amount (R'000)	HOA as % of personnel costs	Amount (R'000)	Medical Ass. as % of personnel costs
Government Printing Works	98,945	67.3	16,376	11.1	4,554	3.1	6,809	4.6
Total	98,945	67.3	16,376	11.1	4554	3.1	6,809	4.6

Table 2.4 – Salaries, overtime, home owners allowance and medical aid by salary band

Salary band	Salaries		Overtime		Home Owners Allowance		Medical Assistance	
	Amount (R'000)	Salaries as % of personnel costs	Amount (R'000)	Overtime as % of personnel costs	Amount (R'000)	HOA as % of personnel costs	Amount (R'000)	Medical Ass. as % of personnel costs
Lower skilled (Levels 1-2)	896	55.0	144	8.8	123	7.6	220	13.5
Skilled (Levels 3-5)	33,197	58.0	8,396	14.7	2,066	5.3	4,185	7.2
Highly skilled production (Levels 6-8)	25,348	63.2	4,731	11.8	1,319	3.3	1,991	5.0
Highly skilled supervision (Levels 9-12)	12,432	74.6	456	2.7	127	0.8	391	2.3
Senior management (Levels 13-16)	4,578	80.2	0	0	61	1.1	22	0.4
Contract (Levels 1-2)	281	99.3	0	0	0	0	0	0.0
Contract (Levels 3-5)	7,856	76.4	2,331	22.7	0	0	0	0.0
Contract (Levels 6-8)	3,518	88.9	308	7.8	0	0	0	0.0
Contract (Levels 9-12)	6,425	95.3	10	0.1	1	0	0	0.0
Contract (Levels 13-16)	4,414	95.7	0	0	0	0	0	0.0
Total	98,945	67.3	16,376	11.1	4,625	3.1	6,855	4.6

3. EMPLOYMENT AND VACANCIES

The tables in this section summarise the position with regard to employment and vacancies.

The following tables summarise the number of posts of the establishment, the number of employees, the vacancy rate and whether there are any staff that are additional to the establishment.

Table 3.1 – Employment and vacancies, 31 March 2014

Programme	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
Government Printing Works	706	554	21.5	1
Total	706	554	21.5	1

Table 3.2 – Employment and vacancies by salary bands, 31 March 2014

Salary band	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
Lower skilled (levels 1-2), permanent	18	15	16.7	0
Skilled (levels 3-5), permanent	385	338	12.2	0
Highly skilled production (levels 6-8), permanent	217	153	29.5	0
Highly skilled supervision (levels 9-12), permanent	61	39	36.1	1
Senior management (levels 13-16), permanent	25	9	64.0	0
Total	706	554	21.5	1

Table 3.3 – Employment and vacancies by critical occupation, 31 March 2014

Critical occupations	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
Compositors, typesetters & related printing workers	42	40	4.8	0
Bookbinding and related machine operators	32	25	21.9	0
Printing and related machine operators	26	21	19.2	0
Finance and economics related managers	10	5	50.0	1
Senior managers	25	9	64.0	0
Total	135	100	25.9	1

3.4.1 Filling of SMS posts

The tables in this section provide information on employment and vacancies as it relates to members of the Senior Management Service (SMS) by salary level. It also provides information on advertising and filling of SMS posts, reasons for not complying with prescribed time frames and disciplinary steps taken.

Table 3.4.1.1 SMS post information as on 31 March 2014

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Chief Executive Officer	1	1	100	0	0.0
Salary Level 15	3	2	66.7	1	33.3
Salary Level 14	6	2	33.33	4	66.7
Salary Level 13	15	4	28.6	11	72.4
Total	25	9	36	16	64

Table 3.4.1.2 SMS post information as on 30 September 2013

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Chief Executive Officer	1	1	100	0	0.0
Salary Level 15	3	3	100	0	0.0
Salary Level 14	6	2	33.33	4	66.7
Salary Level 13	14	4	35.7	10	64.3
Total	24	10	41.7	14	58.3

Table 3.4.1.3 Advertising and filling of SMS posts for the period 1 April 2013 and 31 March 2014

SMS level	Advertising	Filling of posts	
	Number of vacancies per level advertised in six months of becoming vacant	Number of vacancies per level filled in six months of becoming vacant	Number of vacancies per level not filled in six months but filled in 12 months
Chief Executive Officer	0	0	0
Salary Level 15	1	0	1
Salary Level 14	6	0	2
Salary Level 13	3	1	0
Total	10	1	3

Table 3.4.1.4 Reasons for not having complied with the filling of funded vacant SMS posts – Advertised within six months and filled within 12 months after becoming vacant for the period 1 April 2013 and 31 March 2014

Reasons for vacancies not advertised within six months

Re-alignment of the organisational structure and vacant positions of General Managers.

Reasons for vacancies not filled within twelve months

Lack of suitable candidates and the re-alignment of the organisational structure.

4. JOB EVALUATION

The following table (Table 4.1) summarises the number of jobs that were evaluated during the year under review. The table also provides the statistics on the number of posts that were upgraded or downgraded.

Table 4.1 – Job evaluation

Salary band	Number of posts	Number of jobs evaluated	% of posts evaluated	Number of posts upgraded	% of Upgraded posts evaluated	Number of posts downgraded	% of Downgraded posts evaluated
Lower skilled (levels 1-2)	18	0	0	0	0	0	0
Skilled (levels 3-5)	385	106	27.5	0	0	0	0
Highly skilled production (levels 6-8)	217	6	2.8	0	0	0	0
Highly skilled supervision (levels 9-12)	61	10	16.4	0	0	0	0
Senior management service band A	14	5	35.7	0	0	0	0
Senior management service band B	7	2	28.6	0	0	0	0
Senior management service band C	3	0	0	0	0	0	0
Senior management service band D	1	0	0	0	0	0	0
Total	706	129	18.3	0	0	0	0

Table 4.2 – Profile of employees whose positions were upgraded due to their posts being upgraded

Beneficiaries	African	Asian	Coloured	White	Total
Beneficiaries	0	0	0	0	0

Table 4.3 – Employees whose salary level exceed the grade determined by job evaluation [i.t.o PSR I.V.C.3]

Total number of Employees whose salaries exceeded the upgrades determined by job evaluation in 2013/2014: None

Table 4.4 – Profile of employees whose salary level exceeded the grade determined by job evaluation [i.t.o. PSR I.V.C.3]

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0
Employees with a disability	0	0	0	0	0

This section provides information on changes in employment over the financial year. Table 5.1 summarises appointments, promotions and service terminations by race, gender and disability. In addition, the table provides an indication of the impact of these changes on the employment of the GPW.

5. EMPLOYMENT CHANGES

Table 5.1 – Annual turnover rates by salary band

Salary band	Employment at beginning of period	Appointments	Terminations	Turnover rate
Lower skilled (Levels 1-2)	13	0	1	7.7
Skilled (Levels 3-5)	278	12	11	4.0
Highly skilled production (Levels 6-8)	135	1	2	1.5
Highly skilled supervision (Levels 9-12)	28	1	2	7.1
Senior management service band A,	2	0	0	0.0
Senior management service band B	0	2	1	0.0
Senior management service band C	2	1	1	50.0
Interns and learners	7	10	2	28.6
Total	465	27	20	4.3
Contract (Levels 1-2), permanent	1	1	0	0.0
Contract (Levels 3-5), permanent	57	1	22	38.6
Contract (Levels 6-8), permanent	18	0	3	5.7
Contract (Levels 9-12), permanent	12	0	2	16.7
Contract (Band A), permanent	2	0	1	50.0
Contract (Band B), permanent	0	0	0	0.0
Contract (Band C), permanent	0	0	0	0.0
Contract (Band D), permanent	1	0	0	0.0
Total	91	2	28	30.8

Note 1: A total of 78 contract employees (Levels 3 – 5) were appointed for a period of five months or shorter during the financial year to assist with special projects. These appointments and service terminations are not reflected in the above-mentioned information (Table 5.1).

Note 2: The above-mentioned appointment information does not include the appointment of 49 employees in a permanent capacity who was initially employed on contract.

Table 5.2 – Annual turnover rates by critical occupation

Occupation	Employment at beginning of period	Appointments	Terminations	Turnover rate
Bookbinding and related machine operators	25	3	0	0.0
Compositors typesetters and related printing workers	41	0	3	7.3
Printing and related machine operators	21	3	0	0.0
Finance and economics related managers	5	1	1	20.0
Senior managers	8	3	3	37.5
Total	100	10	7	7.0

Table 5.3 – Reasons why staff are leaving the GPW

Termination type	Number	Percentage of total resignations	Percentage of total employment
Death	2	4.2	0.4
Resignation	13	27.1	2.3
Transfers	2	4.2	0.4
Retirement early	1	2.1	0.2
Dismissal-misconduct	2	4.2	0.4
Retirement normal	7	14.6	1.3
Contract expiry	21	43.8	3.8
Total	48	100.0	8.6

Resignations as % of permanent employment: 4.3%

Table 5.4 – Granting of employee initiated severance packages

No Employee initiated severance package applications were received or granted during the financial year.

Table 5.5 – Promotions by critical occupation

Occupation	Employment at beginning of period	Promotions to another salary level	Salary level promotions as a % of employment	Progressions to another notch within salary level	Notch progressions as a % of employment
Bookbinding and related machine operators	25	3	12.0	16	64.0
Compositors typesetters and related printing workers	41	1	2.4	27	65.9
Printing and related machine operators	21	2	9.5	17	81.0
Finance and economics related managers	5	0	0.0	1	20.0
Senior managers	8	2	25.0	4	50.0
Total	100	8	8.0	65	65.0

Table 5.6 – Promotions by salary band

Salary band	Employment at beginning of period	Promotions to another salary level	Salary level promotions as a % of employment	Progressions to another notch within salary level	Notch progressions as a % of employment
Lower skilled (levels 1-2), permanent	13	1	7.7	6	46.2
Skilled (levels 3-5), permanent	279	10	3.6	256	92.1
Highly skilled production (levels 6-8), permanent	135	13	9.6	78	57.8
Highly skilled supervision (levels 9-12), permanent	28	4	14.3	17	60.7
Senior management (levels 13-16), permanent	4	1	25.0	4	100.0
Contract (levels 1-2), permanent	4	0	0.0	0	0.0
Contract (levels 3-5), permanent	59	0	0.0	12	20.3
Contract (levels 6-8), permanent	18	0	0.0	10	55.6
Contract (levels 9-12), permanent	12	0	0.0	1	8.3
Contract (levels 13-16), permanent	4	1	25.0	0	0.0
Total	556	30	5.4	384	69.1

6. EMPLOYMENT EQUITY

The tables in this section are based on the formats prescribed by the Employment Equity Act, 55 of 1998.

Table 6.1 – Total number of employees (including employees with disabilities) per occupational category (SASCO)

Occupational categories	Male African	Male Coloured	Male Indian	Male Total Blacks	Male White	Female African	Female Coloured	Female Indian	Female Total Blacks	Female White	Total
Legislators, senior officials and managers	1	0	0	1	3	2	0	0	2	0	6
Professionals	8	0	0	8	2	7	0	0	7	3	20
Technicians and associate professionals	37	4	2	43	13	31	3	1	35	17	108
Clerks	20	0	0	20	2	32	3	1	36	14	72
Service and sales workers	14	1	0	15	1	4	0	0	4	0	20
Craft and related trades workers	42	2	2	46	30	25	1	0	26	12	114
Plant and machine operators and assemblers	63	4	0	67	31	46	8	1	55	31	185
Elementary occupations	14	0	0	14	5	11	0	0	11	1	31
Total	199	11	4	214	87	158	15	3	176	78	555

Occupational categories	Male African	Male Coloured	Male Indian	Male Total Blacks	Male White	Female African	Female Coloured	Female Indian	Female Total Blacks	Female White	Total
Employees with disabilities	3	0	0	3	4	1	0	0	1	2	10

Table 6.2 – Total number of employees (incl. employees with disabilities) per occupational bands

Occupational categories	Male African	Male Coloured	Male Indian	Male Total Blacks	Male White	Female African	Female Coloured	Female Indian	Female Total Blacks	Female White	Total
Top management, permanent	0	0	0	0	0	0	0	0	0	0	0
Senior management, permanent	1	0	0	1	4	2	0	0	2	0	7
Professionally qualified and experienced specialists and mid-management, permanent	14	0	3	17	5	8	0	0	8	2	32
Skilled technical and academically qualified workers, junior management, supervisors, permanent	45	2	0	47	26	41	1	1	43	18	134
Semi-skilled and discretionary decision making, permanent	109	9	0	118	48	78	13	2	93	51	310
Unskilled and defined decision making, permanent	1	0	0	1	0	10	0	0	10	0	11
Contract (top management), permanent	1	0	0	1	0	0	0	0	0	0	1
Contract (senior management), permanent	0	0	0	0	0	0	0	0	0	1	1
Contract (professionally qualified), permanent	4	0	1	5	3	1	0	0	1	2	11
Contract (skilled technical), permanent	4	0	0	4	1	7	0	0	7	4	16
Contract (semi-skilled), permanent	18	0	0	18	0	9	1	0	10	0	28
Contract (unskilled), permanent	2	0	0	2	0	2	0	0	2	0	4
Total	199	11	4	214	87	158	15	3	176	78	555

Table 6.3 – Recruitment

Occupational bands	Male African	Male Coloured	Male Indian	Male Total Blacks	Male White	Female African	Female Coloured	Female Indian	Female Total Blacks	Female White	Total
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	3	0	0	3	0	3
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	1	0	0	1	1	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen	8	0	0	8	0	6	0	0	6	0	14
Semi-skilled and discretionary decision making ²	5	0	0	5	0	2	1	0	3	0	8
Contract senior management	0	0	0	0	0	0	0	0	0	0	0
Contract (professionally qualified and experienced specialists and mid-management)	0	0	0	0	0	0	0	0	0	0	0
Contract (skilled technical and academically qualified workers, junior management, supervisors, foremen)	0	0	0	0	0	0	0	0	0	0	0
Contract (semi-skilled and discretionary decision making)	1	0	0	1	0	1	0	0	1	0	2
Total	14	0	0	14	0	13	1	0	14	1	29

Special project appointments, short term appointments less than six months

Occupational bands	Male African	Male Coloured	Male Indian	Male Total Blacks	Male White	Female African	Female Coloured	Female Indian	Female Total Blacks	Female White	Total
Contract (Semi-skilled)	34	0	0	34	1	38	2	0	40	3	78
Total	34	0	0	34	1	38	2	0	40	3	78

Table 6.4 – Promotions

Occupational bands	Male African	Male Coloured	Male Indian	Male Total Blacks	Male White	Female African	Female Coloured	Female Indian	Female Total Blacks	Female White	Total
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	1	0	0	1	0	1
Professionally qualified and experienced specialist	0	0	0	0	2	2	0	0	2	0	4
Skilled technical and academically qualified worker	9	0	0	9	0	4	0	0	4	2	15
Semi-skilled and discretionary decision making	1	0	0	1	2	3	1	0	4	2	9
Unskilled and defined decision making	0	0	0	0	0	1	0	0	1	0	1
Total	10	0	0	10	4	11	1	0	12	4	30

Table 6.5 – Terminations

Occupational bands	Male African	Male Coloured	Male Indian	Male Total Blacks	Male White	Female African	Female Coloured	Female Indian	Female Total Blacks	Female White	Total
Senior managers	0	0	0	0	0	2	0	0	2	0	2
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	2	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen	3	0	1	4	0	0	0	0	0	1	5
Semi-skilled and discretionary decision making	2	0	0	2	1	2	0	0	2	3	8
Unskilled and defined decision making	1	0	0	1	0	0	0	0	0	0	1
Contract (top management)	0	0	0	0	0	0	0	0	0	0	0
Contract (senior management)	0	0	0	0	1	0	0	0	0	0	1
Contract (professionally qualified)	1	0	0	1	0	0	0	0	0	1	2
Contract (skilled technical)	3	0	0	3	0	2	0	0	2	0	5
Contract (semi-skilled)	9	0	0	9	1	11	1	0	12	0	22
Total	19	0	1	20	3	17	1	0	18	7	48

Special project contract expiry, short term less than six months

Occupational bands	Male African	Male Coloured	Male Indian	Male Total Blacks	Male White	Female African	Female Coloured	Female Indian	Female Total Blacks	Female White	Total
Contract (semi-skilled)	28	0	0	28	1	38	2	0	40	3	72
Total	28	0	0	28	1	38	2	0	40	3	72

Table 6.6 – Disciplinary action

Occupational bands	Male African	Male Coloured	Male Indian	Male Total Blacks	Male White	Female African	Female Coloured	Female Indian	Female Total Blacks	Female White	Total
Total	1	0	0	1	1	1	0	0	1	0	3

Table 6.7 – Skills development

Occupational bands	Male African	Male Coloured	Male Indian	Male Total Blacks	Male White	Female African	Female Coloured	Female Indian	Female Total Blacks	Female White	Total
Legislators, senior officials and managers	1	0	0	1	2	2	0	0	2	0	5
Professionals	8	0	0	8	2	7	0	0	7	3	20
Technicians and associate professionals	37	4	2	43	13	31	3	1	35	17	108
Clerks	20	0	0	20	2	32	3	1	36	14	72
Service and sales workers	14	1	0	15	1	4	0	0	4	0	20
Craft and machine operators and assemblers and other	42	2	2	46	30	25	1	0	26	12	114
Plant and machine operators and assemblers	63	4	0	68	31	46	8	1	55	31	185
Elementary occupations	14	0	0	14	5	11	0	0	11	1	31
Total	199	11	4	214	87	158	15	3	176	78	555

Table 7. Signing of performance agreements by SMS members

All members of the SMS must conclude and sign performance agreements within specific time frames. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed time frames and disciplinary steps taken is presented here.

Table 7.1 – Signing of Performance Agreements by SMS members as on 31 May 2013

SMS level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Salary level 16	1	1	1	100
Salary level 15	3	2	2	100
Salary level 14	6	0	0	
Salary level 13	14	5	5	100
Total	24	8	8	100

Table 7.2 – Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2014

Reasons: Not applicable

8. PERFORMANCE

To encourage good performance, the department has granted the following performance rewards during the year review. The information is presented in terms of race, gender and disability (Table 8.1), critical occupations (Table 8.3) and salary bands for SMS (Table 8.4).

Table 8.1 – Performance rewards by race, gender and disability

Description	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R')
African, female	45	158	28.5	440	9,774
African, male	46	199	23.1	573	12,449
Asian, female	2	3	66.7	28	13,937
Asian, male	1	4	25	55	55,099
Coloured, female	4	15	26.7	32	8,037
Coloured, male	3	11	27.3	24	7,984
Total Blacks, female	51	176	29	500	9,801
Total Blacks, male	50	214	23.4	652	13,034
White, female	33	78	42.3	372	11,274
White, male	25	86	28.7	340	13,581
Employees with a disability	1	1	100	7	7,232
Total	160	555	28.8	1,870	11,690

Table 8.2 – Performance rewards by salary band for personnel below senior management service

Salary band	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R')
Lower skilled (levels 1-2)	6	11	54.5	31	5,167
Skilled (levels 3-5)	87	311	28.0	712	8,184
Highly skilled production (levels 6-8)	49	134	36.6	631	12,878
Highly skilled supervision (levels 9-12)	12	32	37.5	366	30,500
Contract (levels 1-2)	0	4	0.0	0	0
Contract (levels 3-5)	1	28	3.6	12	12,000
Contract (levels 6-8)	3	16	18.8	34	11,333
Contract (levels 9-12)	1	11	9.1	24	24,000
Total	159	547	29.1	1,810	11,384

Table 8.3 – Performance rewards by critical occupation

Critical occupations	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R')
Bookbinding and related machine operators	12	25	48.0	140	11,667
Compositors typesetters and related printing workers	13	41	31.7	159	12,231
Printing and related machine operators	11	21	52.4	143	13,000
Finance and economics related managers	2	5	40.0	26	26,667
Senior managers	1	8	12.5	44	61,102
Total	39	100	39.0	512	13,137

Table 8.4 – Performance related rewards (cash bonus) by salary band for senior management service

SMS band	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)	% of SMS wage bill	Personnel cost SMS (R'000)
Band A	1	4	25	61	61,102	1.6	61
Band B	0	2	0.0	0	0	0.0	0
Band C	0	2	0.0	0	0	0.0	0
Band D	0	1	0.0	0	0	0.0	0
Total	1	9	11.1	61	61,102	1.6	61

9. FOREIGN WORKERS

The tables below summarised the employment of foreign nationals in the GPW in terms of salary bands and major occupations. The table also summarised changes in the total number of foreign workers in each salary band and by each major occupation.

Table 9.1 – Foreign workers by salary band

Major occupation	Employment at beginning period	Percentage of total	Employment at end of period	Percentage of total	Change in employment	Percentage of total	Total employment at beginning of period	Total employment at end of period	Total change in employment
Total	0	0	0	0	0	0	0	0	0

Table 9.2 – Foreign workers by major occupation

Major occupation	Employment at beginning period	Percentage of total	Employment at end of period	Percentage of total	Change in employment	Percentage of total	Total employment at beginning of period	Total employment at end of period	Total change in employment
Total	0	0	0	0	0	0	0	0	0

10. LEAVE UTILISATION FOR THE PERIOD 1 JANUARY 2013 TO 31 DECEMBER 2013

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave (Table 10.1) and disability leave (Table 9.2). In both cases, the estimated cost of the leave is also provided.

Salary band	Total Days	% Days with medical certification	Number of employees using sick leave	% of Total employees using sick leave	Average days per employee	Estimated cost (R'000)	Total number of employees using sick leave	Total number of days with medical certificates
Lower skilled (Levels 1-2)	123	87.0	9	1.7	14	36	542	107
Skilled (Levels 3-5)	3,496	88.9	286	52.8	12	1,419	542	3,109
Highly skilled production (Levels 6-8)	1,426	84.4	129	23.8	11	1,004	542	1,204
Highly skilled supervision (Levels 9-12)	273	85.0	29	5.4	9	380	542	232
Senior management (Levels 13-16)	4	75.0	2	0.4	2	13	542	3
Contract (Levels 1-2)	7	0.0	4	0.7	2	2	542	0
Contract (Levels 3-5)	193	71.5	53	9.8	4	81	542	138
Contract (Levels 6-8)	137	67.2	17	3.1	8	81	542	92
Contract (Levels 9-12)	48	81.3	11	2.0	4	86	542	39
Contract (Levels 13-16)	5	20.0	2	0.4	3	21	542	1
Total	5,712	86.2	542	100	11	3,123	542	4,925

Table 10.2 – Disability leave (Temporary and Permanent) | January 2013 till 31 December 2013

Salary band	Total days	% Days with medical certification	Number of employees using disability leave	% of Total Employees using disability leave	Average days per employee	Estimated cost (R'000)	Total number of days without medical certification	Total number of employees using disability leave
Lower skilled (Levels 1-2)	0	0.0	0	0.0	0	0	0	0
Skilled (Levels 3-5)	302	100	12	4.3	25	80	0	12
Highly skilled production (Levels 6-8)	176	100	6	3.4	15	79	0	6
Highly skilled supervision (Levels 9-12)	72	100	2	7.1	6	50	0	2
Senior management (Levels 13-16)	0	0.0	0	0.0	0	0	0	0
Contract (Levels 1-2)	0	0.0	0	0.0	0	0	0	0
Contract (Levels 3-5)	0	0.0	0	0.0	0	0	0	0
Contract (Levels 6-8)	15	100	1	6.7	15	7	0	1
Contract (Levels 9-12)	107	100	1	8.3	107	87	0	1
Contract (Levels 13-16)	0	0.0	0	0.0	0	0	0	0
Total	672	100	22	3.9	31	303	0	22

Table 10.3 – Annual leave | January 2013 till 31 December 2013

Salary band	Total days taken	Average per employee	Employment
Lower skilled (Levels 1-2)	244	20	12
Skilled (Levels 3-5)	7,900	25	311
Highly skilled production (Levels 6-8)	3,547	26	138
Highly skilled supervision (Levels 9-12)	732	22	33
Senior management (Levels 13-16)	99	14	7
Contract (Levels 1-2)	24	5	5
Contract (Levels 3-5)	700	8	87
Contract (Levels 6-8)	339	17	20
Contract (Levels 9-12)	177	15	12
Contract (Levels 13-16)	59	15	4
Total	13,821	22	629

Table 10.4 – Capped leave, 1 January 2013 till 31 December 2013

Salary Band	Total days of capped leave taken	Average number of days taken per employee
Skilled (Levels 3-5)	40	4
Highly skilled production (Levels 6-8)	22	6
Highly skilled supervision (Levels 9-12)	6	2
Total	68	4

Table 10.5 – Leave pay-outs for the period 1 April 2013 to 31 March 2014

Reason	Total amount (R'000)	Number of employees	Average payment per employee (R')
Leave payout for 2013/2014 due to non-utilisation of leave for the previous cycle	195	9	21,667
Capped leave payouts on termination of service for 2013/2014	630	28	22,500
Current leave payout on termination of service for 2013/2014	30	5	6,000
Total	855	42	20,357

II. HIV/AIDS AND HEALTH PROMOTION PROGRAMMES

Table 11.1 – Steps taken to reduce the risk of occupational exposure

The GPW participated in several initiatives to address this.

Table 11.2 – Details of health promotion and HIV/AIDS programmes [tick Yes/No and provide required information]

Question	Yes	No	Details, if yes
Has the GPW designated a member of the SMS to implement the provisions contained in Part VI E of Chapter I of the Public Service Regulations, 2001?	Yes		General Manager Human Resources
Does the GPW have a dedicated unit or have you designated specific staff members to promote health and well being of your employees?	Yes		Specific staff members have been delegated.
Has the GPW established committees as contemplated in Part VI E 5(e) of Chapter I of the Public Service Regulations, 2001?	Yes		Health and Safety Committee

12. LABOUR RELATIONS

Table 12.1 – Collective agreements, 1 April 2013 to 31 March 2014

None

Table 12.2 – Misconduct and disciplinary hearings finalised

Outcomes of disciplinary hearings	Number	% of Total
Corrective counselling	0	0.0
Final written warning	1	33.3
Suspended without pay	1	33.3
Dismissal	1	33.3
Total	3	100

Table 12.3 – Types of misconduct addressed and disciplinary hearings

Type of misconduct	Number	% of total
Poor and improper conduct	1	33.3
Unauthorised absenteeism	1	33.3
Dishonesty	1	33.3
Total	3	100

Table 12.4 – Grievances lodged

Number of grievances addressed	Number	% of total
Resolved	48	100
Not resolved	0	0.0
Total	48	100

Table 12.5 – Disputes lodged

Number of disputes addressed	Number	% of total
Upheld	0	0.0
Dismissed	0	0.0
Settlement	3	100
Total	3	100

Table 12.6 – Strike actions

Strike actions	
Total number of person working days lost	0
Total cost (R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	0

Table 12.7 – Precautionary suspensions

Precautionary suspensions	
Number of people suspended	1
Number of people whose suspension exceeded 30 days	1
Average number of days suspended	41
Cost (R'000) of suspensions	15

13. SKILLS DEVELOPMENT

Table 13.1 – Training needs identified 1 April 2013 to 31 March 2014

Occupational categories	Gender	Number of employees as at 1 April 2013	Training needs identified at start of reporting period			
			Learnership & internshipss	Skills programmes and other short courses	Other forms of training	Total
Legislators, senior officials, managers and skilled technical	Female	54		54	0	54
	Male	80		80	0	80
Clerks and lower skilled	Female	200	5	200	0	200
	Male	221	5	221	0	221
Total		565	10	565	0	565

Table 13.2 – Training provided 1 April 2013 to 31 March 2014

Occupational categories	Gender	Number of employees as at 1 April 2013	Training provided		
			Leavership and internships	Skills programmes and other short courses	Total
Legislators, senior officials and managers	Female	54	0	52	52
	Male	80	0	80	80
Clerks and lower skilled	Female	200	6	200	206
	Male	221	10	221	231
Total		565	16	553	569

Table 13.3 – Internship and Apprentice Programme 1 April 2013 to 31 March 2014

Government Printing Works Internship and Learner programme details are as follows:

Unit	Number of interns		
	Male	Female	Total
Operation and production	9	3	12
Internal audit	2	2	4
Total	11	5	16

Table 13.4 – Study bursaries granted 1 April 2013 to 31 March 2014

Occupational categories	Bursaries provided		
	Male	Female	Total
Legislators, senior officials and managers	5	2	7
Clerks and lower skilled	8	7	15
Total	13	9	22

14. INJURY ON DUTY

The following table provides basic information on injury on duty.

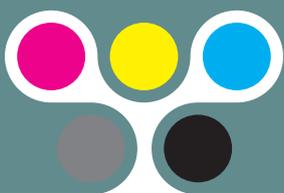
Table 14.1 – Injury on duty

Nature of injury on duty	Number	% of total
Required basic medical attention only	47	68.1
Temporary total disablement	22	31.9
Permanent disablement	0	0.0
Fatal	0	0.0
Total	69	100

15. UTILISATION OF CONSULTANTS

Table 15.1 – Report on consultant appointments

No consultants were appointed during the financial year.



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