



# STRATEGIC PLAN 2020-2025



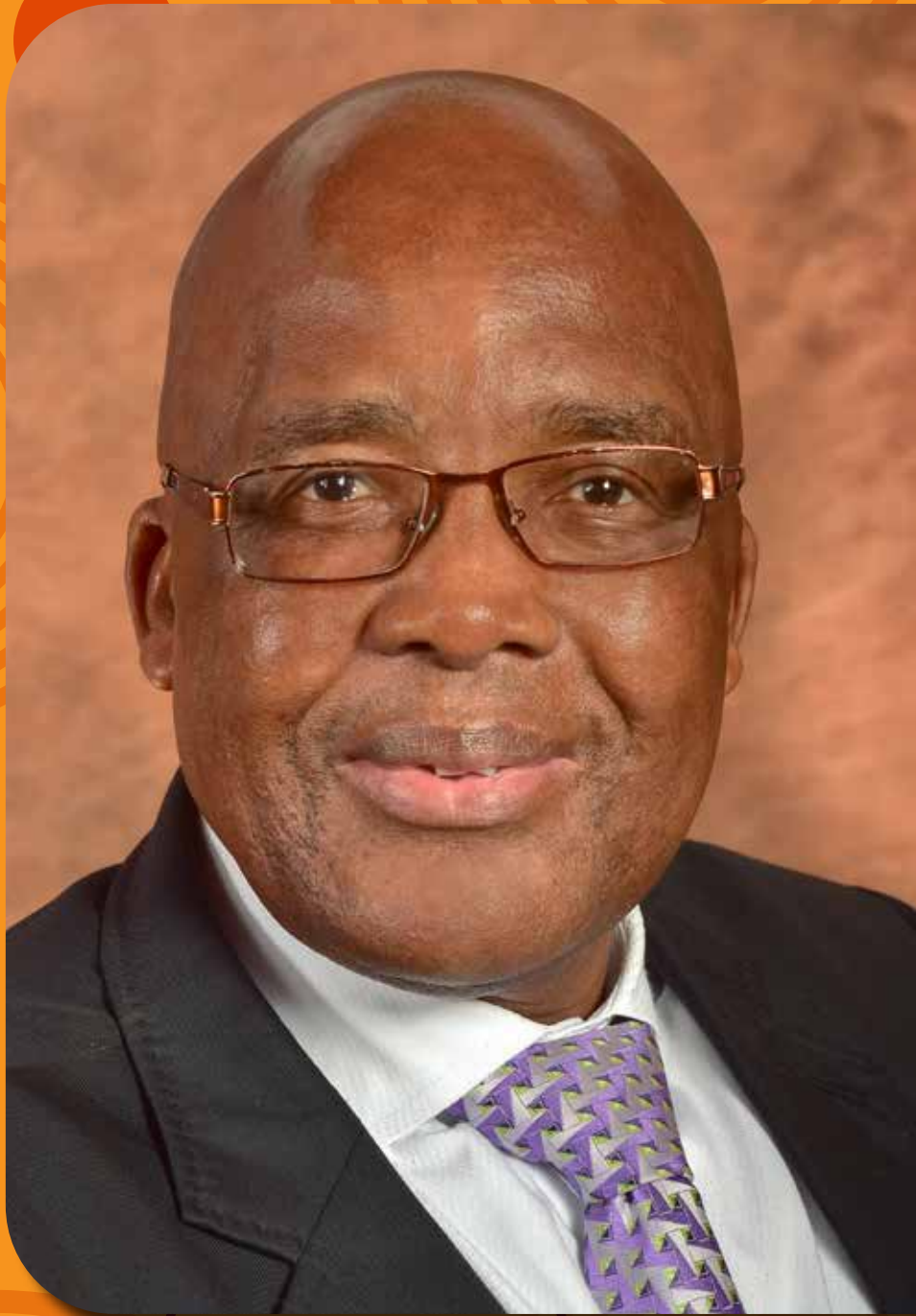
government  
printing

Department:  
Government Printing Works  
REPUBLIC OF SOUTH AFRICA





**STRATEGIC  
PLAN**  
**2020-2025**



Foreword by the  
**MINISTER OF HOME AFFAIRS**

**HON DR PA MOTSOALEDI, MP**

# FOREWORD BY THE MINISTER OF HOME AFFAIRS

GPW is a State security printer that produces security printed material, thereby securing national identity. Its strategic intent is to expand its footprint into other SADC countries, in order to ultimately become a government security printer for the Region.

The Government Printing Works' (GPW) Strategic Plan 2020 - 2025 incorporates the efforts of repositioning towards its transformation and improvement in the security printing environment. GPW management has engaged in a focused session to reflect on its past accomplishments in the previous Medium Term Strategic Framework (MTSF) period and has come out with key lessons learned that have been used to shape the business operations into the desired end state.

GPW has established itself over the past 130 years as a government-owned business, defraying all its operational costs from revenue earned. The GPW has made considerable progress on its asset recapitalisation programme, which intends to replace all its printing machines with modern state of the art equipment. It plans to complete the Master Plan project in the Visagie Street campus by the end of the MTSF period.

The President of the Republic, in his 2019 State of the Nation address emphasised the need to restore the National Development Plan (NDP) at the centre of our national effort, to make it alive, to make it part of the lived experience of the South African people. GPW strives to make a significant contribution to the national

government outcomes and to the National Development Plan goals. The Department of Home Affairs contributes to the following, and the GPW aligns itself to the same outcomes:

- Create a better South Africa and contribute to a better and safer Africa and World.
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.
- Decent employment through inclusive economic growth.
- A skilled and capable workforce to support an inclusive growth path.

In addition to the NDP outcomes, the President outlined seven priorities that each department should work towards achieving, and the following are the critical ones that GPW contributes towards: economic transformation and job creation; social cohesion and safe communities; building a capable, ethical and developmental State; and a better Africa and world. GPW will harness its efforts towards implementing programmes, projects and plans towards achieving these key priorities, whilst supporting all other priorities.



EXECUTIVE AUTHORITY  
**DR PA MOTSOLEDI, MP**  
MINISTER OF HOME AFFAIRS





Foreword by the  
**DEPUTY MINISTER OF HOME AFFAIRS**

**HON N NZUZA, MP**

# FOREWORD BY THE DEPUTY MINISTER OF HOME AFFAIRS

As Deputy Minister of Home Affairs, I have assumed the responsibility for specific civic services related matters, namely the registration of birth within 30 days, the connectivity of health facilities with maternity wards and ensuring that 16 year olds are issued with identity documents. As a Government Component within the Department of Home Affairs (DHA), GPW supports the constitutional and legislative mandates of the Department, including the Department's civic mandate that focuses on the management of citizenship and civil registration. Whilst the DHA strives to bring into fruition its long standing commitment to discontinue the issuance of the green-barcoded ID book and replace the latter with the smart ID card to all eligible citizens, GPW will ensure that this commitment is realized through an efficient and effective process of producing Smart ID cards for the Department. The smart ID card is also a key contributor to nation building and social cohesion. Notably GPW has provided expression of the MTSF priority of social cohesion and safe communities through a 100% commitment towards the production of Identity Cards distributed that conform to client's quality and quantity specifications.

GPW's commitment in the new MTSF to deliver based on the following priorities cannot be overemphasized:

1. Repositioning the GPW's business processes to ensure stability, sustainability and viability of the organization as a critical national security facility.
2. Improve customer experience through

timeous quality and quantity management

3. Ensure return on investment and sound financial management and sustainability.
4. Implement long term vision (Vision 2030), of being a State security printer of choice in the SADC region.
5. Recruit, retain and develop GPW's workforce to meet market and client demands.
6. Upgrade facilities to ensure effective management of all operations

Whilst efforts are being put in place through viable strategies and plans to achieve all GPW priorities and desired outcomes, required support will be provided to GPW to towards achievement of such initiatives. Close interaction will continue being maintained between GPW and the DHA governance and other structures to ensure alignment in collective effort, which will see efficient achievement of service deliverables whilst early warning systems will highlight impending bottlenecks that must be addressed.

GPW's key major projects and initiatives to deliver on the above are duly noted, inclusive of the organisation's intention to kick start process to construct its new precinct at the Visagie street site in Pretoria, referred to as the Master Project, the renovation of the headquarters building and equipment and process modernisation in embracing opportunities that come with the 4th industrial revolution.

GPW is strategically poised to embracing the opportunities presented by the technological revolution, and this puts it in a better position to deliver digital and high technology products

to its customers within the Republic and in the broader SADC region. GPW's operations strategically supports the implementation of DHA's modernisation project, and has begun a journey to put efforts to continue with the modernisation of its operations in a phased manner. These will continue throughout the MTSF cycle and resources will be availed to implement plans in each financial year in order to realise all planned milestones.



**MR N MZUZA, MP**  
DEPUTY MINISTER OF HOME AFFAIRS



**home affairs**

Department:  
Home Affairs  
REPUBLIC OF SOUTH AFRICA





## FOREWORD BY THE CHIEF EXECUTIVE OFFICER

Government Printing Works was established as a Government Component on 9th October 2009 (Government Gazette 32616) and reports to the Minister of the Department of Home Affairs (DHA). It is a Government Component listed in Part A of Schedule 3 of the Public Service Act, Act 103 of 1994, (as amended). GPW's core business is the printing of State security documents, and serves mainly as a back office supporting the Department of Home Affairs in the provision of its secured documents.

GPW continues to provide critical security, para-security and commercial printing services to all government departments and its agencies across all spheres. GPW utilises internationally trusted, sophisticated and most secured printing equipment to produce security documents such as smart ID cards, travel documents, gazettes, examination scripts and essential government forms and printed materials.

GPW has consolidated its position over the past years as a government-owned entity, particularly since 2009, running on sound business principles. GPW has all its operations financed through the revenue it generates through the products and services it provides. GPW has as a result, remained financially stable and continues to generate revenue of over R1 billion since the financial year 2014/2015 to date. Profits realised have been ploughed back into the purchase of new equipment, and the refurbishment of the Visagie Street site buildings. In 2017, GPW completed its modernisation project, valued at R320 million, which included the Pavilion 3 printing factory, located at the Visagie Street precinct. GPW intends to see completion of the remaining Master Plan projects by the end of this MTSF cycle. The financial year 2020/21 has been hit by unprecedented time plagued by instability that has been having an impact on GPW's operations as well. This has been due to the closing down of some operations in the DHA such as receiving new applications for Smart ID cards and passports by the DHA. The revenue streams of GPW are projected to be reduced by half because DHA is GPW's major client. However strategies have been put in place to ensure that GPW remains afloat and sustainable over the MTSF cycle and beyond.

GPW's critical projects include:

### **The Master Plan project**

The GPW Precinct will, upon completion comprise the remaining developments of the Visagie Street site, and incorporate the adjacent vacant land known as the Minnaar Street site. This will fulfil the total spatial requirements of the GPW, allowing it to consolidate its entire operations in one precinct, and enable the transition from the legacy Bosman Street office site.

The envisaged GPW Precinct will consist of a number of designated, function-oriented campuses, made up of self-contained and product-oriented processing centres, which will allow for secure, efficient and high quality business operations.

## **New Headquarters**

GPW previously procured a vacant, six-level office block adjacent to the current Visagie Street campus, with the intention of renovating it so that it serves as GPW's new administrative Headquarters. The facility will be renovated into a modern building with pedestrian bridge connecting Visagie factory precinct to the administration building across the street. All administration personnel will be housed in this building. Overall estimated cost of this project is at R80 million upon completion.

## **Equipment modernisation programme**

As the world stands on the brink of the technological revolution that will fundamentally change the way we print, work and relate to one another, GPW needs to respond to the opportunities presented by the fourth industrial revolution through its equipment modernisation programme in support of its strategic plan. In this regard, the following highlighted are worth noting:

## **New dispatch centre**

With the construction of Pavilion 3 completed, GPW plans to implement a mechanised dispatch centre within the building, targeting the distribution of both smart ID cards and travel documents. The automated process will allow GPW to promptly sort products for direct delivery to the courier service provider, thereby efficiently supporting the Department of Home Affairs to improve on its turnaround time and its service delivery to citizens.

## **Expansion of examination production facility**

The GPW has commissioned three modern and technologically advanced script sorting and packaging equipment. These mechanised lines have reduced the risk associated with manual sorting and packaging operations. The lines have been incorporated into the greater examinations production facility.

## **Standard Printing**

GPW presently operates a kraft web-fed press for the production of high-volume standard stationery. This includes, amongst others, file folders utilised for document administration at all government institutions. The current unit, being in a dilapidated state, will be replaced with a modern, high-speed printing press.

In the next five years GPW will focus on completing the above mentioned major projects in order to increase its operational efficiency, and meeting its stakeholders at the point of their need, whilst aligning itself with opportunities brought about by the fourth industrial revolution.



**MS. ALINAH FOSI**  
ACTING CHIEF EXECUTIVE OFFICER  
GOVERNMENT PRINTING WORKS

# OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

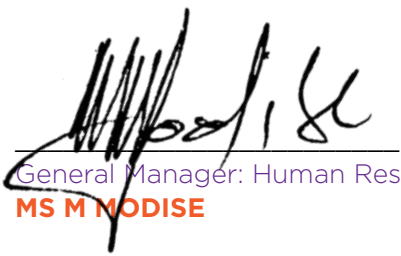
- Was developed by the Management of Government Printing Works under the guidance of the Minister of Home Affairs.
- Takes into account all relevant policies, legislation and other mandates for which the Government Printing Works is responsible.
- Accurately reflects the strategic outcome-oriented goals and objectives which the Government Printing Works will endeavor to achieve over the period 2020-2025.



Chief Information Officer  
**MR A APLENI**



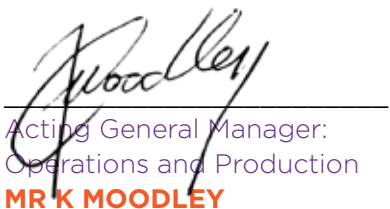
General Manager: Strategic Management  
**MS A FOSI**



General Manager: Human Resources  
**MS M MODISE**

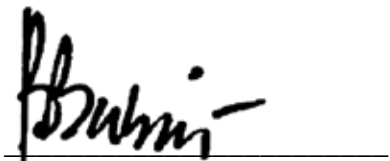


Accounting Authority:  
Acting Chief Executive Officer  
**MS A FOSI**



Acting General Manager:  
Operations and Production  
**MR K MOODLEY**

APPROVED BY:



Acting Chief Financial Officer  
**MR B BABOOJEE**



Executive Authority  
**DR PA MOTSOALEDI, MP**  
Minister of Home Affairs

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# PART A

## ● OUR MANDATE

# PART A: OUR MANDATE

## 1. CONSTITUTIONAL MANDATE

GPW is a National Government Component reporting to the National Department of Home Affairs (DHA), following Proclamation in the Government Gazette No. 32566, on the 09<sup>th</sup> October 2009, and as referred to in Section 7(2) and 7(5) read with Schedule 3 Part A of the Public Services Act, Act no.103 of 1994 (as amended), that operates within the Public Service established by section 197(1) of the Constitution of the Republic of South Africa.

GPW's main function is to provide security printing and ancillary services to all organs of state in all spheres of government and reports to the Minister of Home Affairs, with oversight by the Parliamentary Portfolio Committee for Home Affairs. It is wholly governed and regulated in accordance with the Public Services Act (PSA) and the Public Finance Management Act (PFMA), Act no. 1 of 1999 (as amended).

As a Government Component within the Department of Home Affairs (DHA), GPW supports the constitutional and legislative mandates of the Department as follows:

### *The civic mandate of the Department of Home Affairs*

The civic mandate of DHA which is grounded on three sets of related principles. Firstly as stated in Chapter 1, Section 3 of the Constitution:

- “1. There is a common South African citizenship.
2. All citizens are
  - (a) equally entitled to the rights, privileges and benefits of citizenship; and
  - (b) equally subject to the duties and responsibilities of citizenship.
3. National legislation must provide for the acquisition, loss and restoration of citizenship.”

GPW provides for the above three principles through ensuring documentation of all citizens by producing identity documents as well the Smart ID cards for the Department.

GPW supports the DHA to fulfil basic elements enshrined in the Constitution to ensure national sovereignty and self-determination in its provision of state information on the identity and status of all people within the country, to ensure that the state knows who its citizen are. Citizen's identity is affirmed by documents produced by GPW thereby enabling them to access all the rights set out in the Bill of Rights such as amongst others, social services, participating in an election, legally crossing borders, opening bank accounts and signing of contracts. Acquisition of these documents guarantees people freedom of movement and assists with security checks to facilitate employment in various sectors.



As highlighted in its Strategic Plan, DHA is responsible for the identification and immigration status of all foreign nationals in South Africa, which is a developmental African state within a complex globalised world. GPW is responsible for the production of passports for all South Africans who seek to travel within and outside the borders of Africa.

South Africa is committed to a better life, peace and security for South Africans and all people of Africa and the world. SA is a good global citizen, respecting multilateralism and international commitments. All those who live in South Africa are equal in terms of basic human rights, although only citizens have the right to vote, amongst other rights not afforded to foreign nationals.

GPW therefore supports the legislative mandates in terms of the production of security documents covering births, marriages and deaths, identity documents and travel documents.

## 2. LEGISLATIVE AND POLICY MANDATES

Government Printing Works facilitates implementation of the legislation that governs the production and management of identification, citizenship and travel, which are developed by the Department of Home Affairs.

## 3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE YEAR PLANNING PERIOD

GPW contributes towards achievement of the objectives of the National Development Plan (NDP, Vision 2030) and strives to make a significant contribution to the national outcomes of government including the following:

- **Outcome 03:** All people in SA are and feel safe
- **Outcome 11:** Create a better South Africa, contribute to a better and safer Africa and a better world.
- **Outcome 12:** An efficient, effective and development oriented public service.
- **Outcome 04:** Decent employment through inclusive economic growth.
- **Outcome 05:** A skilled and capable workforce to support an inclusive growth path.

GPW aligns its work to the majority of apex Government priorities, particularly the four that the DHA directly contributes to, as highlighted below:

1. **Economic transformation and job creation (Outcome 4)**
2. Education, skills and health

3. Consolidating the social wage through reliable and quality basic services
4. Spatial integration, human settlements and local government

**5. Social cohesion and safe communities (Outcome 3)**

**6. Building a capable, ethical and developmental State (Outcome 12)**

**7. A better Africa and world (Outcome11)**

The table below demonstrates GPW’s contribution to these priorities:

Apex priority	Link to outcome	GPW’s contribution	MTSF commitment
Social cohesion and safe communities	<b>Outcome 03:</b> All people in SA are and feel safe	Production of national security documents to citizens and legal foreign nationals	100% Identity documents and passports produced according to client’s quality and quantity specifications
Economic transformation and job creation	<b>Outcome 04:</b> Decent employment through inclusive economic growth	Recruitment of unemployed youth, women and people with disabilities	100 young people and women taken through Artisan and Graduate programme(s)
			70% of the Masterplan project completed in accordance with the project plan
A better Africa and world	<b>Outcome 11:</b> Create a better South Africa, contribute to a better and safer Africa and a better world.	Refreshment of the South African Passport 2020 series	100% passports produced according to client’s quality and quantity specifications
Building a capable, ethical and developmental State	<b>Outcome 12:</b> An efficient, effective and development oriented public service	Reposition GPW to support a capable, ethical and developmental State, through implementation of the revised organizational models, policies and procedures.	70% of GPW employees trained in line with priorities identified in the Workplace Skills Plan
			100% reduction of all audit matters based on the audit matrix annually
			90% implementation of the approved Internal Audit plan
			Business Continuity Management Programme fully implemented in line with the Compliance and Risk Plan by 2025
			GPW Security model fully rolled out as per the Security Plan by 2025

## **GPW commits to deliver based on the following priorities in this cycle:**

1. Reposition the GPW's business processes to ensure stability, sustainability and viability of the organization as a critical national security facility.
2. Improve customer experience through timeous quality and quantity management
3. Ensure return on investment and sound financial management and sustainability.
4. Implement long term vision (Vision 2030), of being a State security printer of choice in the SADC region.
5. Recruit, retain and develop GPW's workforce to meet market and client demands.
6. Upgrade facilities to ensure effective management of all operations.

The afore mentioned priorities are closely aligned to the MTSF priorities and incorporate critical organisational priorities such as the footprint expansion that will allow GPW to pursue other SADC and African Union member states, to utilize GPW as a service provider for printing of State security documents.

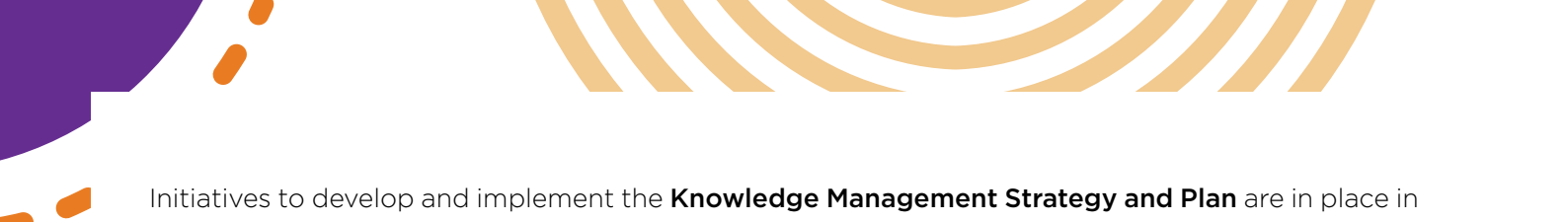
Policy gives effect to strategy and strategic direction by defining the frameworks, standards and plans that establish the scope or spheres within which judgement is exercised, decisions are made and actions taken, as outlined in the King IV Report on Corporate Governance.

GPW retains the delegation of its current policies within respective branches and will accordingly review these policies as a standard requirement. Policies identified for need of development over the period 2020-2025 will be put into place in order to provide guidance, and enhance a smooth coordination of activities and good governance. Such are policies within Human Resource, Security Services, Financial Services, Information and Communication Technology (ICT) and Strategic Management. These policies find expression and more detail within various branches' Annual Operational Plans. GPW will continue to ensure maintenance of its policies as key component of the control environment.

Key strategies will be put into place to bolster the marketing of GPW products and maintenance of good stakeholder relations. The footprint expansion to the SADC region has been prioritised and a rigorous marketing plan has been developed to attain this strategic intent. Strategies to enhance procurement of machinery aimed at increasing efficient production capacity in line with sustainable product demands will be put in place. The culture of innovation and a conducive environment will continue to be created in order to inculcate the required work and performance ethic.


Organisational specific priorities over the MTSF include the following:

GPW has put measures and plans in place to move towards obtaining a clean audit over the MTSF period. GPW will strengthen its internal controls through a matrix that has been developed to ensure regular monitoring of audit findings, risks, policies and procedures. Compliance management will be ensured across all areas, particularly in finance, human resources, ICT and within Operations and Production.



Initiatives to develop and implement the **Knowledge Management Strategy and Plan** are in place in order to create a central repository and manage intellectual property in a form of tacit and explicit knowledge that will be captured, stored, retrieved and used for management decision making.

The **Business Continuity Policy, Strategy and Plan** are in place to ensure GPW's business continuity in cases of emergency, incidents and disaster. Implementation starts on the 01 April 2020.



Implementation of the **Integrated Marketing and Communications Strategy**: Customer engagement sessions will continue in order to ensure excellent customer experience. The feedback from these sessions will assist GPW to live up to its customer promise of delivering quality and quantities as per the norms and standards required by respective customers.

Implementation of the **Risk Management Policy and Plan** will continue in order to manage all current and emerging risks and put mitigation plans in place.

**ICT Policies** will enable technology refresh to ensure that GPW does not fall behind technology, but keep up with the opportunities presented by the fourth industrial revolution.

**Human Resources management:** GPW has begun a process of reviewing its organizational structure in order to enable creation of relevant posts as well as recruitment of critical and requisite skills to serve as a vehicle to implement its strategic and operational objectives. The approval and implementation process will take shape during the MTSF.

GPW views as its priority, the attraction of particularly the youth, women and people with disabilities within its ranks, and will ensure that the development of the said policies as outlined above, are responsive to the needs of these vulnerable groups of our society. Employee reward and recognition will continue to form part of human resources policies in order to encourage employees and build high performing teams. Training, development and retention will also be implemented to ensure that GPW invests on its human capital and continue to grow its own timber.

## 4. RELEVANT COURT RULINGS



There were no specific court rulings that have a significant, ongoing impact on operations or service delivery obligations.



# PART B

## ● OUR STRATEGIC FOCUS

# PART B: OUR STRATEGIC FOCUS

## 5. VISION

To be the State's mandated security printer.

## 6. MISSION

To provide:

- cost effective, secure, 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

## 7. VALUES

GPW is committed to being:

- Service oriented
- Productive
- Ethical and having integrity
- Caring
- Security conscious

### GPW Outcomes

GPW has identified the following outcomes for the 2020 to 2025 cycle:

- Repositioned GPW to ensure stability, sustainability and viability as a critical national security facility.
- Optimised processes and facilities resulting in increased operational effectiveness and improve customer service.
- Sound people management practices to enable recruitment, development and retention of effective and efficient human capital.

## 8. SITUATIONAL ANALYSIS

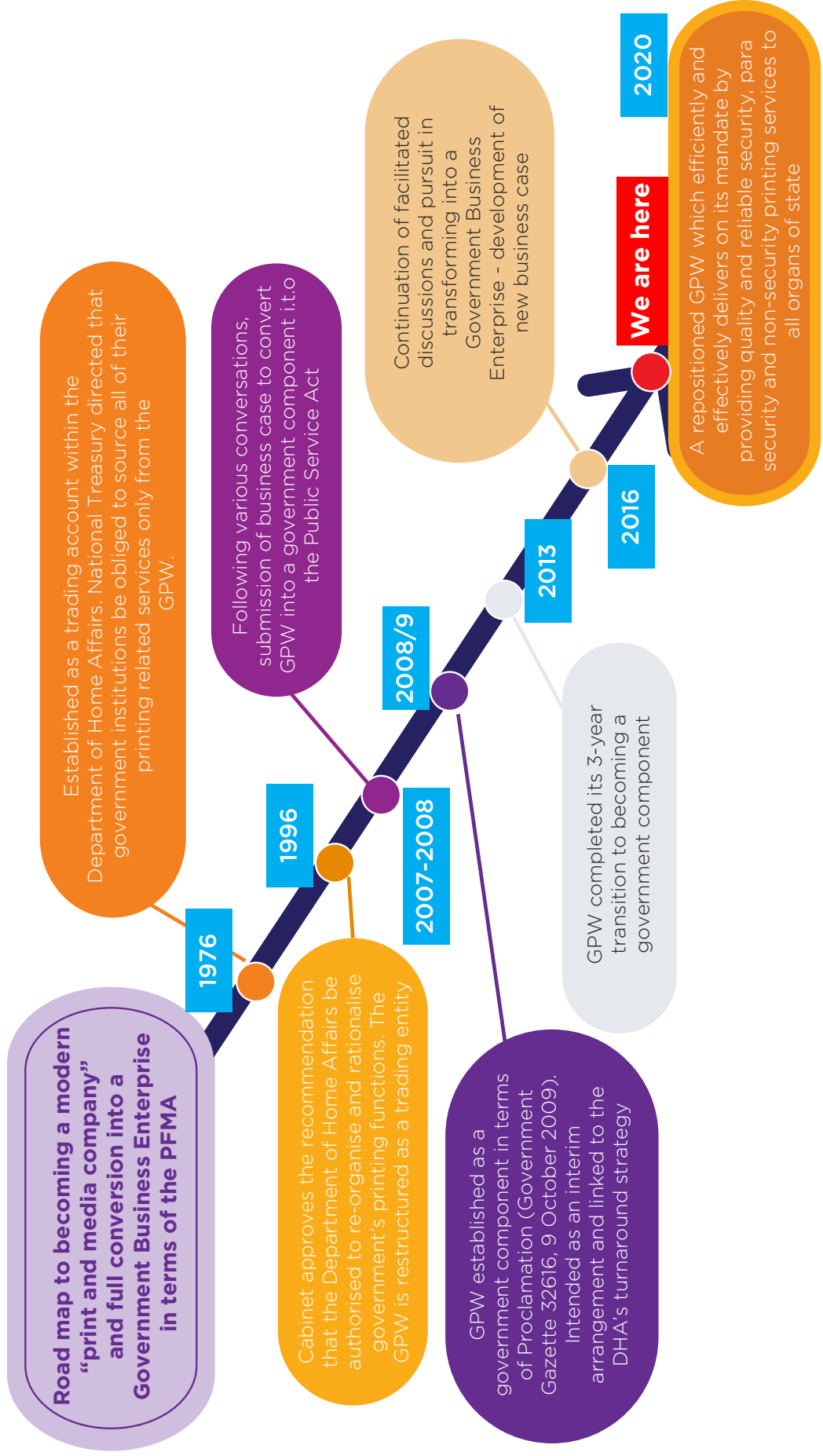
GPW was founded in 1888 as a Government Printer operating using old ink manual printers and has since served the State and the South African public by rendering security printing related services. In 1976, GPW was changed to a VAT registered National Government Trading Entity under the DHA in accordance with section 7(5) (c) of the PSA and listed in Part A of Schedule 3 to this Act. GPW began operating based on sound business principles and as a financially viable entity. Although a directive was received from, Cabinet in 2000 to establish GPW as a Government Business Enterprise, the process only commenced in earnest in 2006. The first business case was prepared in 2007 for the conversion of GPW into a Government component. This was approved in 2008 by a Steering Committee that comprised of the National Treasury, the Department of Public Service and Administration and GPW.

In 2009, the former Minister of Finance wrote a correspondence to the then Minister of Home Affairs approving the establishment of GPW as a Government Component as an interim arrangement. The letter from the then Minister of Finance, dated 16 April 2009, indicated that:

*“My understanding is that the GPW’s conversion to a Government Component is an interim arrangement which is integrally tied to the turnaround strategy of the Department of Home Affairs. This interim arrangement is intended to stabilise the GPW and its operations and provide it with an Institutional [framework to] operate in a business like way with a view to becoming a viable and self-sustaining National Government Business Enterprise in the future“.*

The above decision was taken with the consideration that GPW will function as a Government Component and improve its performance and financial viability and capacity to become self-sustainable. GPW was required to table an operational and financial performance report and to declare any surpluses or deficits to the National Treasury and seek approval for retention. This has been accordingly complied with by GPW. The GPW’s institutional journey is as depicted below.

# GPW's Transformational Journey





## 8.1 Organisational environment

Since the establishment of GPW as a Government Component in 2009, the entity has seen a positive turnaround in its operations as well as the ability to generate sufficient revenue to cover operating costs. Despite recorded successes since its establishment as a Government Component, strategic risks that could threaten GPW's operations were identified. This led to the introduction of the Security Printing Bill and a business case highlighting business challenges and recommendations.

GPW engaged a number of stakeholders including, amongst others, the DPSA, National Treasury DPME, State Security Agency, NICOC, DTI, to consult on the GPW's organisational form and the Security Printers Bill in order to improve operational efficiency. A business case on the repositioning of GPW into a Schedule 3B Public Entity was presented to various structures including the Development Committee of the Justice, Crime, Peace and Security (JCPS) cluster, the Technical Committee on Governance and Administration (G&A) cluster, as well as the Cabinet Committee on Governance and Administration. A presentation to the Cabinet Committee on G&A occurred in a meeting of the 25th July 2017, where GPW was not granted permission to convert to a state owned company but to rather specify challenges experienced that prompted the conversion process.

Three (3) key material challenges that led to the decision to reposition GPW into a mandatory State security printer were identified. These included: fiscal and performance accounting framework; inability to obtain value from the major infrastructure investment and secure access control; and inability to attract and retain specialised technical and professional human capital in line with the printing industry. In view of these, GPW was asked to consult with National Treasury to resolve the accounting framework challenge; then DPSA to support GPW in obtaining a special remuneration dispensation to attract and retain requisite skills; and finally engage Department of Public Works on the infrastructure investment projects so that GPW can be enabled to interact directly with service providers so that it can claim VAT from SARS, thereby contributing to its revenue bases, as a self-funded entity.

Should these three challenges be resolved, GPW would be enabled to support the RSA government in securing all printed and digital printed material classified as "state security documents". It would better support both the DHA as a security department as well as priorities of the security cluster.

A further explanation of the afore-mentioned key material challenges is presented below:

### 8.1.1 Fiscal and performance accounting framework

GPW functions in a manufacturing environment utilising business principles. The revenue earned is used to cover its production and operational costs. GPW has been utilising the Generally Accepted Accounting Principles (GAAP) to prepare its Annual Financial Statements. However, the directive from National Treasury to utilise the Modified Cash Standards (MCS) as accounting framework is applicable to administration departments that do not have to operate according to business principles. In the case of the work of GPW, having to follow MCS has resulted in numerous audit and accounting challenges. In May 2017, a written application was made to National Treasury to utilise

GAAP, and interim approval to do so was duly granted. GPW intends to seek permanent approval from National Treasury to utilise GAAP as its accounting framework.

### 8.1.2 Inability to obtain value from the major infrastructure investment and secure access control

GPW is a VAT registered entity with a trading account. The rollout of infrastructure project began in 2012, and since then the appointment of professional experts and construction service providers is being managed by the Department of Public Works in accordance with the Government Wide Immovable Asset Management Policy. This project involved upgrading of the Visagie Identify and Passport factory (Pavilion 1 and 2) at a cost of over R300 million to maximise security of the documents and production process. The development of Pavilion 3 as a secure despatch and packaging facility was completed in the 2018/19 financial year. The project consolidates all GPW operations and production value chain heightened security and access control measures.

However, engagements between DPW and GPW on the construction of the Master plan experienced significant delays from DPW, which were caused by the GPW's tender being cancelled by DPW due to technical errors in their tender specifications. This process led to the escalation in the budget originally allocated for this project. Further engagements are still underway with DPW in the 2020 year, to facilitate both the infrastructure project and a process of granting GPW permission to transact directly with service providers so as to be enabled to claim VAT.

### 8.1.3 Inability to attract and retain specialised technical and professional human capital in line with the printing industry

The business case on repositioning of GPW serves to address the above-mentioned challenge. GPW is a Government Component in accordance with the Public Service Act (PSA), which is administered by the Department of Public Service and Administration (DPSA). There is a contradiction between the PSA and the National Skills Development Act (NSDA) administered by the Department of Higher Education and Training (DHE&T). This discrepancy relates in particular to job grading, recruitment, remuneration and incentives for institutions such as GPW that depend on experts who operate in a highly technical environment.

GPW embarked on a bench marking process to draw comparisons between the salary structures for the GPW and those of its counterparts in the manufacturing and printing sector. The outcome of this project would feed into the business case to DPSA to motivate for approval of a special salary dispensation for GPW officials. Alongside this project, GPW began a process of reviewing its organisational structure to ensure it is repositioned to create capacity, particularly in the operations and production environment in order to accelerate service delivery. Once approved, implementation of both projects will occur in this cycle starting 2020/21.

## 8.2 Description of the strategic planning process

During 16<sup>th</sup> -18<sup>th</sup> October 2019, a strategic planning session was held and attended by the GPW employees at all management levels. Through group work and plenary sessions the vision, mission, values and outcomes were reviewed in line with national and GPW priorities. As part of the process, performance indicators, targets and technical descriptions were also reviewed. This entire process fell against the backdrop of bottom up planning sessions that had taken place prior to the strategic planning session. Consideration was taken of the revised Framework for Strategic Plans and Annual Performance Plans. To the latter effect, the Department of Planning, Monitoring and Evaluation (DPME) was invited to the session in order to provide background on key changes.

The process was underpinned by alignment of budgets and plans as well as identification of risks linked to the targets set both at a strategic and operational level of the organisation, and mitigating plans developed. Audit matters and the audit matrix were engaged upon and plans put in place to address them. Both National Treasury and Auditor General South Africa officials attended the strategic planning session and advised on budget management, the new auditing regime and associated policy and legislative implications.

GPW is a government component that operates on business principles within the printing and packaging sector. In order to ensure alignment and relevance to the sector during the planning session, presentations from amongst others, Printing SA and University of Johannesburg were well received as they illuminated on perspectives pertaining to the fourth industrial revolution and implications of the technological revolution to the sector.

## 8.3 Internal environment

A qualitative and quantitative methodology was followed to collect and analyse factors that would have a bearing on GPW's capacity to accomplish its mission as outlined in Part A of this strategic plan, including milestones as outlined in the opening forewords both by the Executive Authority and Accounting Officer.

A SWOT analysis was conducted to lay to surface the current strengths, weaknesses, opportunities and threats of the organisation. Further, PESTLE analysis was also utilised to complement the SWOT, and to ensure that Political, Economic, Social, Technological, Legal and Environmental Factors are clearly carved out and taken into consideration throughout the entire planning process.

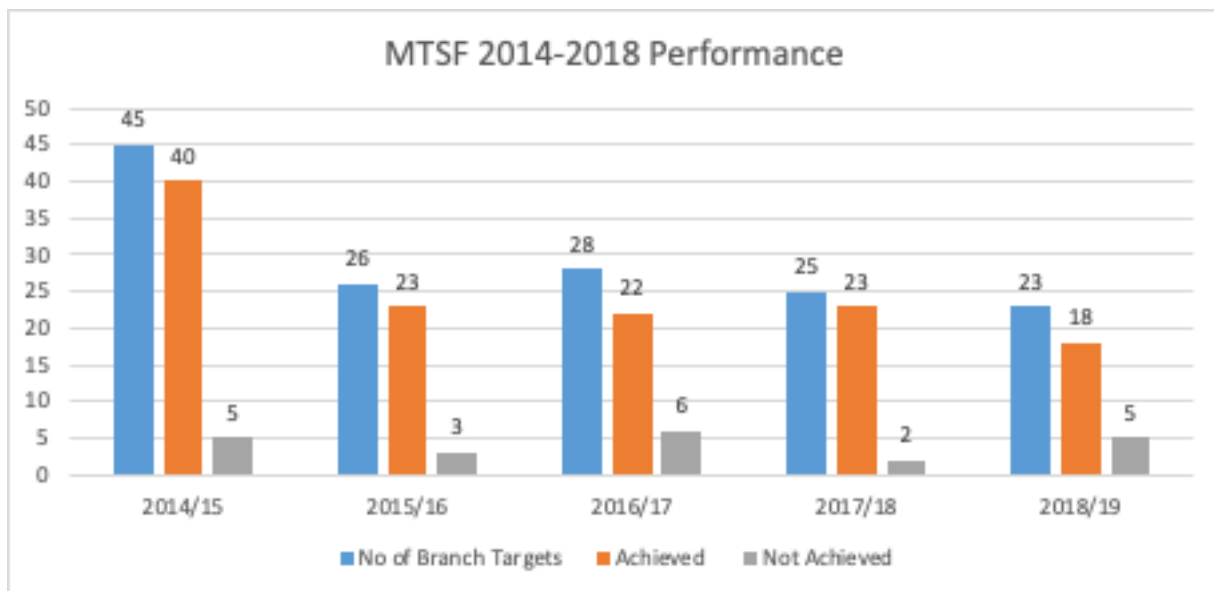
### 8.3.1 Performance environment

The role of the GPW as a state institution is critical to the national security of the Republic of South Africa. Government and its institutions are compelled to put in place mechanisms and systems to secure the machinery by which it communicates official documents, including legislation, pronouncements and the forms used to access services. GPW has a mandate to respond to local, regional and global challenges. To remain relevant and effective, the GPW must have a guiding legislation and acquire requisite capacity to strengthen the security of its physical infrastructure, facilities, Information, Communication and Technology (ICT) infrastructure and systems.

The GPW's engagement and collaboration with institutions such as amongst others, the Council for Scientific and Industrial Research (CSIR), Chartered Institute of Procurement & Supply (CIPS), Human Sciences Research Council (HSRC), and Centre for Public Service Innovation (CPSI), has put it in a better position to achieve the highest international secure standards and keep pace with the 4th industrial revolution and the global digital economy. GPW will thus be able to present solutions to enhance performance, improve productivity and the quality of printing, packaging and publication services to government.

The GPW's financial viability is dependent on its ability to generate revenue from services rendered. Its main clients include state departments and their statutory bodies, for example the Department of Home Affairs, Education, Police, Health, Justice and others, to which GPW provides security printing services on a cost recoverable basis.

A histogram below depicts GPW's performance over the MTSF cycle 2014/15-2019/20. The figures reflect that since the financial year 2014/15, GPW maintained good performance in most of its targets with an average of 84%, over the five year cycle. The organisation saw a reduction in most of its targets as a way on focusing on strategic imperatives and allowing other targets to be measured at operational plans. Continuous efforts have been made every year to ensure improvement in the performance planning process, whilst ensuring alignment with applicable National Treasury frameworks. Both the bottom up and top down planning approaches have been used during the planning process, to ensure proper consultation, buy in into a shared vision and facilitation of achievement of targets.



The table below outlines various products that were produced during the MTSF period 2014-2018. These figures reflect that the production of security and para-security documents has increased over these years. There has been an increased demand of up to 25% in the production of passports in 2017/2018 as compared to those produced in 2014/15.

The production of identity smart cards has almost doubled in 2018/19 as compared to 2014/15, with an increase from 1 660 280 to 3 122 489 respectively. GPW has seen an increase in service level agreements with the departments of basic and higher education as highlighted by growth in the printing of examination papers. The figures are as follows:

Product	2018/19	2017/18	2016/17	2015/16	2014/15
Passports (booklets)	993 726	917 934	883 891	820 237	742 142
Identity documents (booklets)	272 026	274 194	349 137	545 507	920 835
Identity documents (cards)	3 122 489	2 869 257	2 699 047	2 413 929	1 660 280
Examinations (books)	30 614 803	18 738 498	26 750 543	18 813 805	21 208 146
Official Gazettes (editions published)	2056	1977	2 256	3 115	2 579

### 8.3.2 GPW's strengths

GPW appreciates all strengths it has developed over the years and aims to leverage on these strengths, in order to enhance customer value proposition, and these include:

- **Years of experience in security printing: GPW** has been in existence over 130 years (since 1888) and has seen many developments in printing, throughout all these years. Knowledge repositories, will be tapped into in order to effectively bear fruit towards further advancements of the organisation.
- **Political will and support:** The Executive Authority has unequivocally demonstrated willingness to support and has been an advocate for GPW in encouraging government departments and their entities to print with GPW, as an organisation that has been established to be a government printer.
- **Secured government clientele:** DHA is GPW's main client in terms of printing of security documents. It is as a result, critical for GPW to continuously align itself with the DHA's product demands to ensure effective, efficient and timely delivery of services. GPW continues to service government departments and entities on security, para security and commercial

printed materials. Relations will continuously be fostered through stakeholder engagement platforms initiated by the Marketing and Stakeholder Management unit.

- **Skilled workforce:** GPW has a workforce that is composed of technical, specialist and managerial skills sets. This puts the organisation on a sustainable journey towards improving day to day operations and achieving daily production targets. The internal training and development unit continues to empower officials to enhance the current skills sets and ensure return on investment. New skills sets will be attracted and retained to enhance business operations.
- **World class security facility and Investment in the latest printing technologies:** State of art, world class security printing facilities puts GPW at the forefront with regards to printing quality with speed and agility. The Pavilion 3 and 4 have been completed and houses state of the art examination printing and packaging equipment.
- **Employee health and wellness interventions including occupational health and safety** are in place, such as clinic for health care services and employee support services rendered by ICAS, thereby demonstrating that GPW cares for its employees.
- **Financial sustainability** is evidenced though the GPW's balance sheet that demonstrates years of financial viability based on the revenue generated through products and services it provides to its customers. It therefore has not been receiving an allocation from the fiscus from National Treasury over the past five (5) financial years. It has however, at the end of the past two financial years, after accounting books have been closed, declared the surplus amounts of R100 million in the 2016/17, and R300 million in the 2017/18 financial years respectively to National Treasury, as a contribution to the National Revenue Fund. This strengthens the need for government to invest in supporting GPW as it continues to provide financial support to government.

### 8.3.3 GPW's Organisational Structure

GPW currently has four branches as that report to the Chief Executive Officer, being the Accounting Authority. An outline is given below:

#### 8.3.3.1 Office of the CEO

The CEO is the Accounting Officer for GPW, responsible for the overall strategic direction, the effective, efficient operations, as well as governance and compliance oversight of the organisation. Both the Information Communications Technology (ICT) as a business enabler, and Internal Audit as an independent assurance provider that assists management to achieve their set outcomes, performance indicators and targets, reports under the office of the CEO.

### 8.3.3.2. Branch: Operations & Production

The main responsibilities of the Operations and Production branch are to deliver much needed services and products, technology research and development; the management of production operations; planning and business development; the production of high security printed matter and related services; processing and publishing of the Government eGazette; ensuring that a healthy and safe working environment is provided, as well as to maintain the GPW's production equipment in a good working condition.

### 8.3.3.3. Branch: Strategic Management

The Strategic Management branch is responsible for the provision of strategic management services through facilitating the development, alignment and implementation of the strategic plan and related annual performance plans, monitoring and evaluation of organisational performance, provision of guidance on policies and procedures, marketing and communication of GPW's products and services, and the rendering of legal, security, compliance and risk management services. This branch is responsible for consolidating efforts towards retaining and growing current customers, whilst expanding GPW's footprint to other SADC countries for the printing of State security documents.

### 8.3.3.4. Branch: Financial Services

The main responsibilities of the Financial Services branch are to provide financial accounting services; the administering of costing and management accounting; the administering of the supply chain management process and the rendering of logistical support services.

### 8.3.3.5. Branch: Human Resources

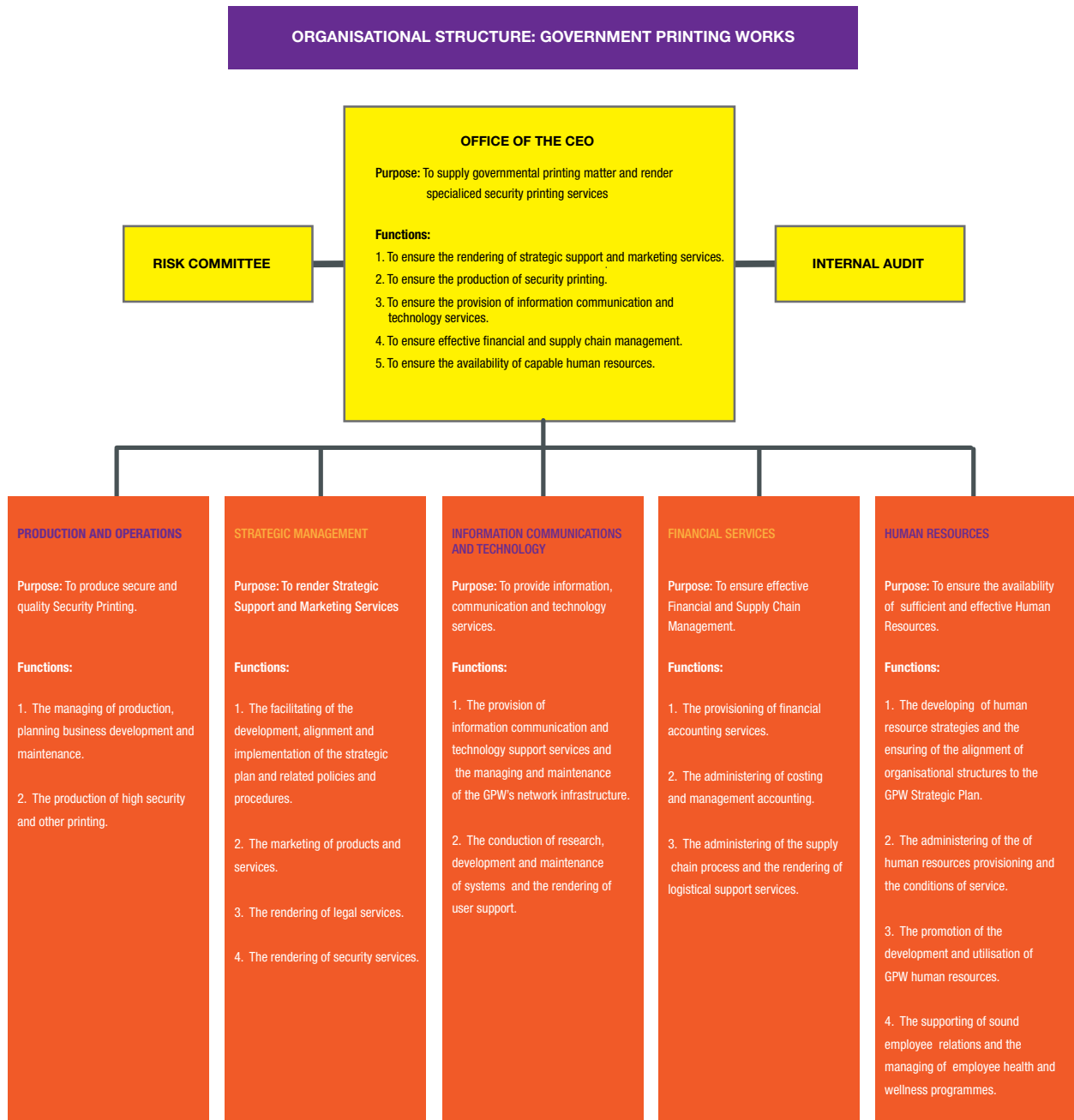
The Human Resources branch is responsible for the overall human capital management and development function, through the development of human resource strategies and plans; ensuring that GPW's organisational structure is aligned to its strategic plan; the administration of human resources provisioning plan and conditions of service; promoting the development and utilisation of the GPW's human resources; to support sound employee relations and the managing of employee health and wellness programmes. The salary benchmarking and organisational structure review projects serve to reposition GPW as an employer of choice, which invests in its human resources and grows its own timber.

An analysis of the current organizational structure reveals key challenges in some branches such as Operations and Production, where there is a concentration of lower level administrative posts as opposed to critical and scarce skills categories such as artisans in order to beef up capacity to enhance operations. The proposed structure which will be submitted to the Minister and DPSA for approval and concurrence, serve to correct this challenge. The Finance branch's manageable spans of control had to be addressed in addition to activating all functional areas, to ensure that both the financial and management accounting legs are fully operational. Overall, there is a need for standardization of structures for management at all

levels including administrative support attached thereto, in order to ensure consistency. The proposed organizational structure serves to reposition GPW and serve as a vehicle to achieve its strategic objectives.

Below is the approved GPW's Organisational structure:

**Figure 1: APPROVED ORGANISATIONAL STRUCTURE GOVERNMENT PRINTING WORKS**





### 8.3.4 Focused attention on the GPW's modernisation initiative

GPW's operations strategically supports the implementation of DHA's modernisation project. In response to the technological revolution brought about by the fourth industrial revolution, GPW has begun to put efforts to commence with the modernisation of its operations in a phased manner. This journey will continue throughout the MTSF cycle and resources will be availed to implement plans in each financial year.



The GPW's Senior Management Team convened on the 12th of March 2020 to engage on the modernisation approach of the organisation. The following areas were discussed:

- The direction of the printing industry
- The security printing component
- The GPW's product approach and niche
- The progression of ICT infrastructure and its contribution to the fourth industrial revolution
- The poor state of culture at the GPW, preventing innovation

The COVID-19 pandemic has pushed different sectors rapidly into the technological space as most services need to be rendered online or remotely. GPW remains up to speed with latest technologies and enhancement of digital platforms in order to remain relevant but also protect both officials and customers against the risk exposure of the COVID-19 virus. Preventative measures have been put in place in order to comply with the COVID-19 regulations but most importantly to ensure the health and safety of officials and customers alike.

GPW's modernisation initiative in 2020/21 going forward serves to focus on the following:

- 1. Introduce electronic submissions:** Paper-based submissions which are time consuming to prepare and distribution does not allow the correct recipients time and/or relevant information for signatories to apply their minds appropriately.
- 2. Asset and tools-of-trade requisitions:** methodologies are varied, time consuming and can be automated.
- 3. Performance management documents:** The Performance Management and Development processes to be digitised to enable track-and-trace of documents submitted.
- 4. Customer Complaints Management:** Electronic registers and customer feedback mechanisms should be automated, to facilitate quicker feedback turn-around times as well.
- 5. Inventory management system:** The current paper-based system is unreliable and difficult to track, it should be automated and accessible to key people within relevant branches to enable monitoring and evaluation.
- 6. Time and attendance management:** Electronic system to be enhanced to ensure better co-ordination and tracking of overtime.

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- 7. Recruitment process:** e-recruitment platforms to be researched and considered to ensure that the process of application and screening is done on line. Forms to be available on-line for easy filling in and submission to GPW. Have a link which applicants use to upload their documents.
  - 8. Bursary management process:** the bursary applicants to submit application forms and supporting documents on line. Automation of these forms will facilitate approval and review processes.
  - 9. Document management and archiving process:** ICT to avail space on the CRM system for electronic documents and database storage with options to retrieve for use in management decision making.
  - 10. Incident Management systems:** All incidents pertaining to the health and safety including the security of all officials, should be recorded in a central database, to enable data analysis.

In the financial year 2020/21, the following decisions will be implemented:

1. A steering committee is to be formed in order to co-ordinate all GPW modernization related initiatives
2. Initiate specific projects to strengthen the foundation of the modernisation approach to focus on:
  - a. Culture and Change Management
  - b. Review and upgrade to the ICT infrastructure
  - c. Skills available to manage modernisation and change management
  - d. Strengthening of the Project Management approach and office within GPW
3. All projects from DHA that should be implemented by GPW such as the e-passport series, shall also be ventilated in the steering committee meetings

Feedback from the Steering Committee would be provided to EXCO for decision making.

## 8.4 External environment

### 8.4.1 Legislation that impinges financial sustainability of GPW

National Treasury had in 1976, directed that government institutions were obliged to source all of their printing related services only from the GPW. This directive was not followed through by some government institutions and this resulted in GPW losing the printing of State security documents to the private sector. This poses a risk to this entity that was established to serve as a government printer, as its sustainability cannot be guaranteed, particularly should it continue to be unsupported

by certain legislative clauses in the execution of its duties. The major challenge faced by the GPW is the lack of ring fencing of specific State security products for printing solely by GPW. These core services include the printing of:

- Identity Documents
- Travel Documents
- High Security Certificates
- Examinations Papers and answer books
- Government Gazettes Notices
- Government legislation
- Letterheads of the President, Ministers and MEC's
- Driver's license; and
- Departmental staff cards

Section 16A6.1 of the Treasury Regulations (2005), as amended, stipulates that the procurement of goods and services, either by way of quotations or through a bidding process, must be within the threshold values as determined by the National Treasury. In addition, Treasury Regulation 16A.6.4 provides that "if in a specific case it is impractical to invite competitive bids, the accounting officer or accounting authority may procure the required goods or services by other means, provided that the reasons for deviating from inviting competitive bids must be recorded and approved by the accounting officer or accounting authority". GPW acknowledges these regulations as being fair in so far as it encourages competitiveness. Moreover, departments and entities are provided a leeway to request approval in the event that they seek deviation (s) from inviting competitive bids.

Further, as per the National Treasury practice notes, any procurement above R500, 000 should go on a competitive bidding process. GPW has been going on tender processes to procure various services in order to generate its revenue. However, these services would normally be so vast or diverse to an extent that no single company can be able to meet all the requirements. In such instances a panel of service providers would be formed and services are procured from the companies on the panel, based on their expertise and capabilities. Organisations also need to be BBBEE compliant, however some of the requirements are more applicable to non- government organisations, thereby putting GPW more at a disadvantage. This challenge has been compounded by certain provinces issuing directives to their departments notifying them that they should only utilise GPW in cases of the printing of face value documents, but go on a competitive bidding process on any other printing services. This has resulted in some GPW offices experiencing a decline in the selling of their products thereby posing a risk of closure and negative impact to staff.

The Auditor General would, following an audit of the procurement process, raise a finding to the effect that GPW would have to go on a RFQ process within the same panel of suppliers, to source

services. This means that only a handful of companies within the panel would be a successful service provider, based on preferential point system (80/20 or 90/10). National treasury is encouraged to re-evaluate the competitive bidding system, and provide guidelines on the RFQ process that would assist enhance the business of entities such as the GPW.

The printing of specific State security documents by GPW as a sole supplier, would secure the national identity of RSA citizens and that of legal foreign nationals, particularly amidst all the dangers of counterfeiting, cyber-security threats, forging and security breaches that are experienced across the globe. The GPW has, through its assert recapitalisation programme, secured high-technology digital printing machines and latest technological software to ensure inclusion ultra-security features on its products.

#### 8.4.2 Leveraging on Opportunities

GPW will also take advantage of opportunities at its disposal as follows:

- **Enabling legislation:** The draft Security Printers Bill has been consulted with various stakeholders and once this process is finalised, it will be presented to Cabinet and Parliament for promulgation into an Act that ring-fences the printing of State security material by GPW only. This will ensure more secured clientele and control of security printing for government.
- **Creation of critical functions and capacitation** of the research and development function and other areas based on the proposed organisational structure
- **Footprint expansion into SADC and Africa:** Increased clientele across SADC and Africa to increase revenue bases.
- **Political support from oversight structures:** The Portfolio Committee on Home Affairs and Executive Authority supports GPW as a government printer through encouraging state organs to print with GPW. This will facilitate the consolidation of current customer base whilst GPW continues to find more innovative ways to serve all its clients using its state of the art facilities and technological enhancements.
- **More equipment capacity created** through progress made on completion of the Master Plan precinct in Visagie Street, Pretoria.

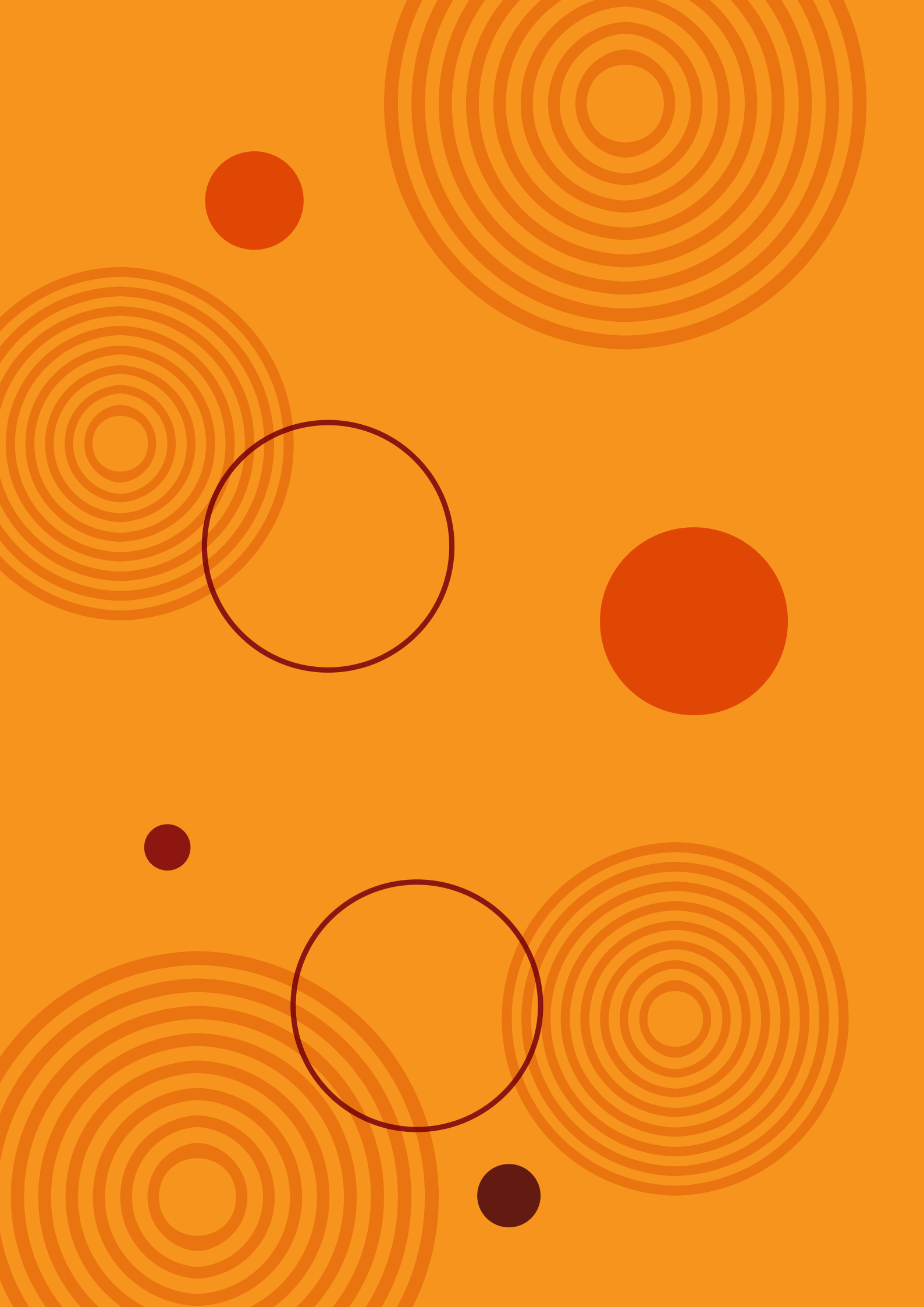
Over and above strengths and opportunities, GPW aims to address its threats and weakness amongst identified areas as outlined below:

#### 8.4.3 Threats and weaknesses mitigation

- **Business processes** will be mapped and streamlined in order to create constructive value chains, improve synergies, drive efficiencies and improve service delivery.
- **A culture survey** will be conducted and programs to harness organisational culture put in

place, including those on team building to promote a coherent and positive culture of the organisation in line with GPW values.

- **Improve procurement processes** and ensure alignment with business demands whilst adhering to applicable PFMA and Treasury directives.
- **Set prices for competitive edge**, as most government department are facing budget cuts due to cost containment measures.
- **Increase compliance on production processes** through adoption of ISO and other standards
- **Invest in skill and knowledge transfer** to decrease supplier overdependence which will reduce single point of failure
- **Invest in skills transfer and knowledge management** to circumvent retirement of baby boomers
- **Enhance overall control environment** through enhancement of policy environment and evaluation of controls effectiveness
- **Introduce an ERP solution** that serve to integrate IT systems within GPW to operate on a synergised platform





**PART C**  
**MEASURING OUR  
PERFORMANCE**

# PART C: MEASURING OUR PERFORMANCE

## 9. INSTITUTIONAL PERFORMANCE INFORMATION

### 9.1 Impact measurement

GPW will implement all targets set for implementation over the next 5 years. Each branch is aligned to a programme/cost centre which contributes to achievement of government priorities. Performance management focuses on the NDP/MTSF outcomes.

GPW has 5 cost centers for budget purposes, as follows:

1. Office of the CEO includes
  - Internal Audit and
  - Information Communication and Technology (ICT)
2. Operations and Production
3. Financial Services
4. Strategic Management; and
5. Human Resource

<b>1</b>	
<b>Impact statement</b>	Security printed material produced (ID Smart Cards) for citizen identification and to reduce levels of identity fraud

MTSF Priority 5	Social cohesion and safe communities		
Outcome	Outcome Indicator	Baseline	Five year Target
Security printed materials produced	Percentage of Identity Documents/ cards distributed that conform to client and quantity specifications	100% of Identity Documents/ cards distributed that conform to client specifications	100% Percentage of Identity Documents/ cards distributed that conform to client's quality and quantity specifications  (Estimated 3 to 5 million per annum)

### Explanation of planned performance over the five year planning period

The Dynamics AX system will be utilised to plan, schedule and execute production orders, thus ensuring timeous delivery of Identity Documents to customers. The quality control process is built into the production process, hence each unit produced will be electronically checked against the production request specification.



2

<b>Impact statement</b>	Security printed material produced (Passports) for citizen and foreign nationals identification and to reduce levels of identity fraud
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MTSF Priority 7	A better Africa and world		
Outcome	Outcome Indicator	Baseline	Five year Target
Security printed materials produced	Percentage of Passports distributed that conform to client specifications	100% of Passports distributed that conform to client specifications	100% Percentage of passports distributed that conform to client's quality and quantity specifications  (Estimated at 600 000-900 000 per annum)

### Explanation of planned performance over the five year planning period

The Dynamics AX system will be utilised to plan, schedule and execute production orders, thus ensuring timeous delivery of Travel Documents to customers. The quality control process is built into the production process, hence each unit produced will be electronically checked against the production request specification.

3

<b>Impact statement</b>	Spatial requirements enhanced, operations consolidated and employment opportunities expanded through completion of the Visagie Street Site building
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MTSF Priority 1	Economic transformation and job creation		
Outcome	Outcome Indicator	Baseline	Five year Target
Progress completed on the Masterplan/Visagie Street Site building	Percentage progress completed on the Masterplan/ (Visagie Site building)	Plans of the GPW Visagie Street  Site approved by Department of Public Works.	70% of the Masterplan project completed in accordance with the project plan.

### Explanation of planned performance over the five year planning period

Construction of the Factory at 83 Visagie Street. Project Managed by Department of Public Works. Project status: Drafting of specifications. The GPW precinct will, upon completion estimated in 2025, comprise the remaining development of the Visagie Street site, and incorporate the adjacent vacant land known as the Minaar Street site. This will fulfil the total spatial requirements of GPW, allowing it to consolidate its entire operation in one precinct, and will enable the transition from the legacy Bosman Street site. The envisaged GPW precinct will consist of a number of designated,

function-oriented campuses, made up of self-contained and product-oriented para security material processing centres, which will allow for secure, efficient and high quality business operations.

4	
<b>Impact statement</b>	Young people and women equipped with artisan and other professional skills that will create more chances to their employability

<b>MTSF Priority 1</b>	<b>Economic transformation and job creation</b>		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five year Target</b>
Young people and women taken through Artisan and Graduate programme(s)	Number of young people and women taken through Artisan and Graduate programme(s)	66 apprentices and Graduates in skills development programmes	100 unemployed young people and women recruited for Artisan and Graduate skills development programmes

### Explanation of planned performance over the five year planning period

The investment in human capital relating to young people and women is a priority to contribute to the human capital needs of the GPW as well as the media and printing industry of South African with the aim to equip young people to be employable and or venture into small business enterprises. In its effort towards contributing to economic transformation and job creation in 2025, GPW plans to recruit an estimated total of 100 young people and women to successfully undergo structural two to three year training programmes that will capacitate them to compete for employment opportunities either within the GPW or the printing industry. The envisaged programmes will be in areas where there is a shortage of artisans and related technicians as well as to equip graduates with practical work experience. An average intake of about 20 recruits will be implemented annually, in order to arrive at the minimum of 100 over the MTSF cycle.

5	
<b>Impact statement</b>	Operations enhanced through skilled workforce equipped with requisite operational skills

<b>MTSF Priority 6</b>	<b>Building a capable, ethical and developmental State</b>		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five year Target</b>
Workforce trained to improve service delivery and support career path.	Percentage of the workforce trained as per WSP priorities.	Number of employees trained based on the staff complement	70% of employees trained in line with the Workplace Skills Plan priorities.

## Explanation of planned performance over the five year planning period

Human capital development continues to be at the prime of GPW priorities and is seen as an indispensable contributor, towards the organisation's ability to reach its delivery objectives. GPW will on average ensure that 70% of all officials across all levels are trained on an annual basis, which will still average 70% by the end of the MTSF period. Workplace skills Plan priorities will focus on upskilling the workforce with necessary skills needed to overcome the challenges within the GPW such as changes in technology, aging workforce and shortages of qualified technicians. The training will be done to grow the talent skills on the areas of artisan and technicians, supervisory and management, including the youth development that will be recruited during the period.

6	
<b>Impact statement</b>	A functional and capable governance system with effective internal controls to ensure operational efficiency

MTSF Priority 6		Building a capable, ethical and developmental State	
Outcome	Outcome Indicator	Baseline	Five year Target
Effective and efficient internal corporate governance to enable organisational performance	Unqualified audit opinion with no material findings	Qualified audit opinion at the end of 2018/19 due to irregular expenditure, trade and other receivables and property, plant and equipment	100% reduction of all audit matters based on the audit matrix annually
		100% implementation of the approved Internal Audit plan	90% implementation of the approved Internal Audit plan

## Explanation of planned performance over the five year planning period

Good governance will be fostered in order to revert GPW to favourable audit outcomes as it years prior to 2018/19. In this regard systems of compliance and risk management will be put in place, management of the audit matrix inclusive of findings raised by the Auditor General South Africa and GPW Internal Audit. All these efforts will be applied daily and reported monthly and quarterly to see a total reduction of irregular expenditure within GPW, which has been a key contributor towards adverse audit opinions.

7

<b>Impact statement</b>	Resilient, agile and sustainable business in the event of disaster
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<b>MTSF Priority 6</b>		<b>Building a capable, ethical and developmental State</b>	
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five year Target</b>
Resilient, agile and sustainable business in the event of disaster	Percentage implementation of the Business Continuity Management activities as subset of enterprise risk management	Business Continuity Plan submitted for approval and implemented	Business Continuity Management Programme fully implemented in line with the Compliance and Risk Plan by 2025

### Explanation of planned performance over the five year planning period

Percentage implementation of the Business Continuity Management activities will be managed according to key activities highlighted in the Annual Performance Plan. These activities will also be reflected in the Compliance and Risk plan as activities for the year and a project management approach will be employed to each timeous and quality delivery of the outcome indicators.

8

<b>Impact statement</b>	A secured GPW with security policies, modern systems, security model and capacity thereby enhancing national security
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<b>MTSF Priority 6</b>		<b>Building a capable, ethical and developmental State</b>	
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five year Target</b>
Secured management of GPW operations, facilities, information and people	Security model implemented addressing 100% activities as outlined in the security plan	Outsourced/ private security service provider	Security model fully rolled out as per the Security Plan by 2025

### Explanation of planned performance over the five year planning period

As a National Key Point, GPW must always be protected and capacitated with competent and disciplined security officials to effectively contribute to a safe and secure institution. GPW enables the implementation of DHA's mandate through the production of state security documents such as ID smart cards, passports and birth certificates. Enhancing the security of GPW, inevitably protects and secures these documents thereby protecting the sovereignty of the State. Internally, GPW's security will implement the security model that is composed of high technology equipment in order to protect its operations, facilities, information and people.

GPW has previously outsourced security services and in the light of the sensitivity of documents that the organisation deals with, a benchmark exercise was conducted with organisations similar to GPW such as amongst others, the South African Bank Note, SA Mint and South African Reserve Bank to learn some best practices. Based on the outcome of this benchmarking exercise, a decision was taken by EXCO that GPW should recruit its own security officials, and alongside this, a process of reviewing its policies and processes including standard operating procedures commenced, to ensure that the organisation derives maximum benefits from its internal security operations. Implementation of the new security model will be phased in annually and is expected to be fully rolled out by 2025. This model will be responsive to and attend all security breaches, while proactively identifying and addressing security risks within the organisation.

## 9.2 Key Risks

Outcome	Key risk	Mitigation
<b>Progress completed on the Masterplan/Visagie Street Site building</b>	Risks associated with project execution phases including delays, compliance and obtaining value for money	Roll out total risk management throughout the project cycle, from initiation to closure.
<b>Young people and women taken through Artisan and Graduate programme(s)</b>	Readiness to execute the project, considering limitations of the current facility	Project manage the initiative and define milestones or targets annually.
<b>Security printed materials produced</b>	Failure to secure paper for the production of secure printed material due to among other things, a global move towards becoming green and moving away from printing towards digitisation	<p>Conduct research into acquiring own paper mill (vertical integration) and invest in research and development to monitor trends in future trends print requirements</p> <p>Sign strategic relationship agreements with critical vendors, whereby any decisions to change or discontinue equipment and/or consumables is done in partnership with either GPW and/or the Printing SA</p>
<b>Percentage of the workforce trained as per WSP priorities.</b>	Value for money with regard to training programmes provided by successfully appointed service providers.	Evaluation through supply chain processes and screening of service providers
	Value for money with regard to trainees	Ensure each training has SAQA unit standards

Outcome	Key risk	Mitigation
<b>Effective and efficient internal corporate governance to enable organisational performance</b>	Inadequate coordination and implementation of governance activities including compliance and risk, management of previous audit findings and implementation of recommendations by Internal Audit.	Discussions on compliance, risk management and audit matrix to find place as standard items at MANCO and EXCO structures.
<b>Secured management of GPW operations, facilities, information and people</b>	Delays in the implementation of the new security model for GPW	Collaborate and engage with security departments and entities in the public sector to facilitate implementation of the security model

### 9.3 Resource considerations

Government Printing Works provides functional and secure printing services to South Africa and some countries in the SADC region. The entity's main strategic objective is to establish itself as the security printer of choice in South Africa, SADC region and the African continent by effectively assisting its customers with complex problems of identity theft and document fraud. The entity's medium term focus will be to further modernise its production facility, and replace old equipment and machinery.

The remaining phases of the project to establish a new security printing division in Pretoria is expected to be completed by the end of the MTSF period. To date, two pavilions of the facility have been completed and are being used in the production of smart identity cards and passports. The refurbishments are funded from the capital and reserves fund.

The organisation generates its own revenue, which is expected to decrease with almost 50% from R1,5 billion in 2019/20. The entity generates revenue mainly from manufacturing security printed material such as examination papers, identity documents and passports; and from manufacturing non-security documents such as statistical reports, annual reports, brochures and standard office stationery. The organisation is expected to generate own revenue thereby remaining self-funded for the next 5 to 10 years and beyond, following the increased production capacity over the medium term.

### 9.4 Links to the long-term infrastructure and other capital plans

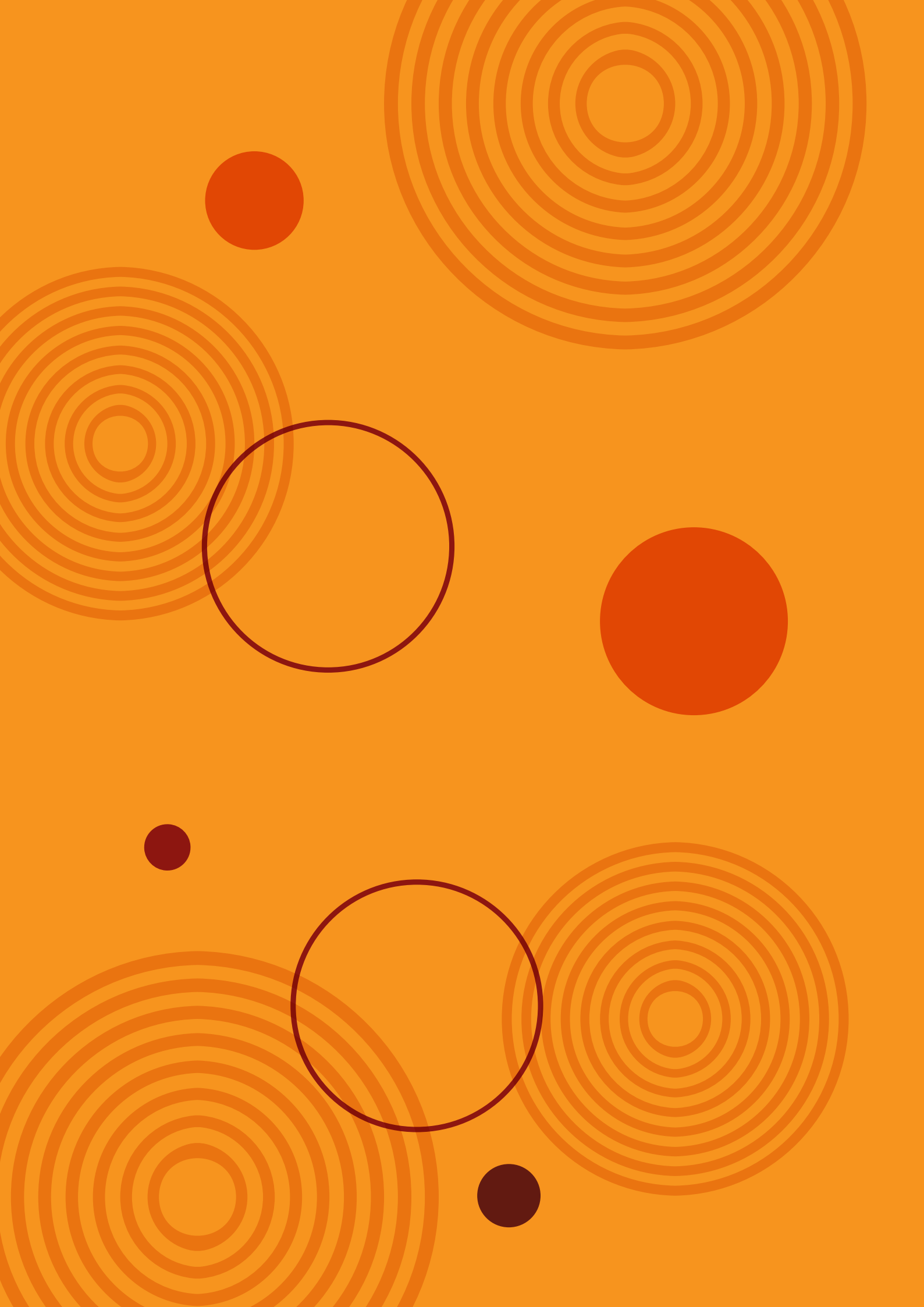
The mandate of GPW is to be the State's mandated security printer, and in line with this, the planned investment in infrastructure and equipment as well as the detail of the equipment replacement programme are linked to the construction of the Master Plan. GPW is working with DPW in a phased manner to finalise this project.

## 9.5 Conditional grants

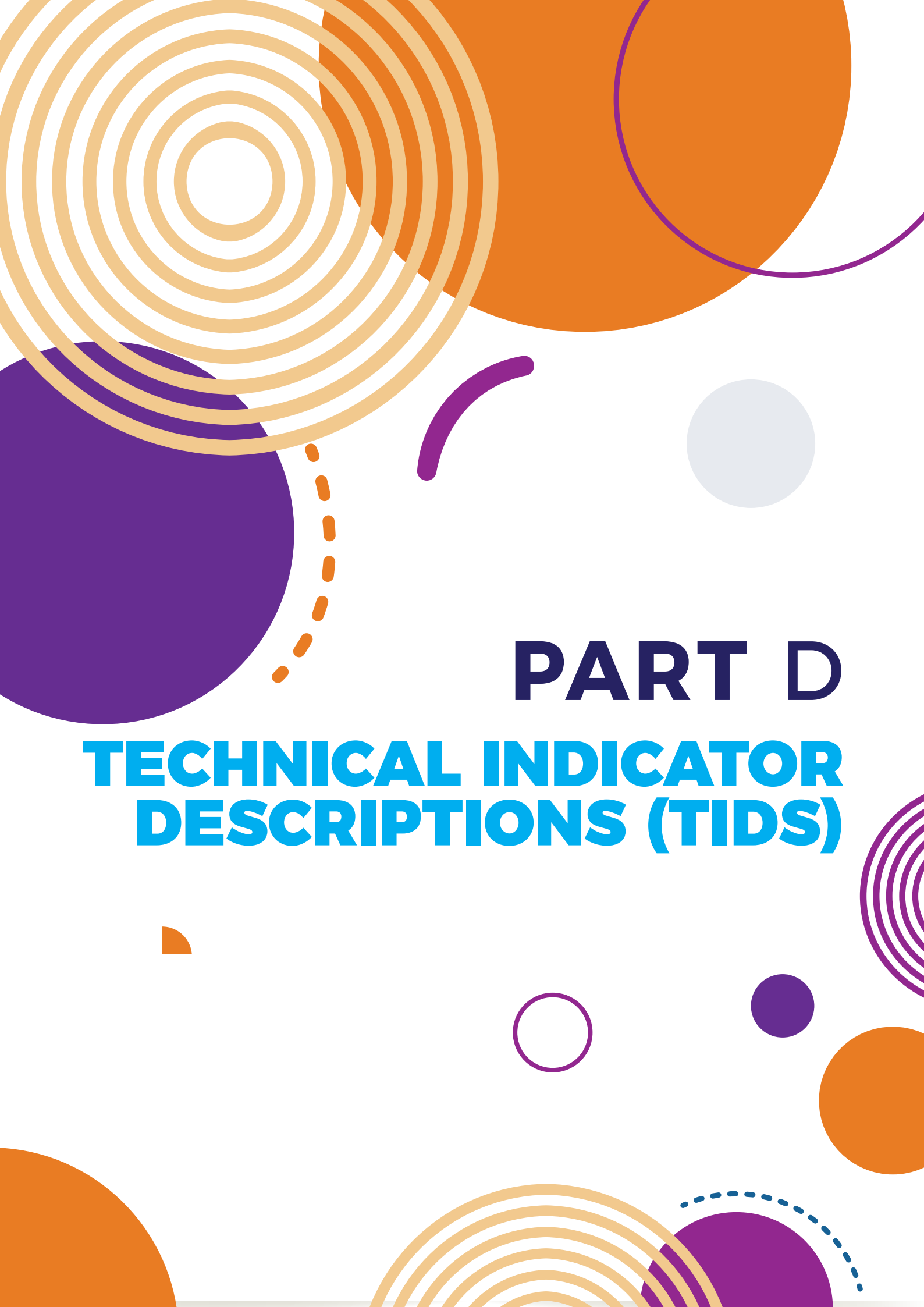
Not applicable.

## 9.6 Public entities

Not applicable.







# PART D

## TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

## PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

Indicator Title	Percentage of Identity Documents/ cards and travel documents distributed that conform to client and quantity specifications
Definition	<p>To indicate performance related to the quality of Identity Documents/Cards, Travel documents, Examination Scripts and High Security Certificates delivered.</p> <p>Quality - Percentage of items returned to the GPW as non-compliant according to specifications after being delivered to the customer.</p>
Source/collection of data	Information gathered from Shop floor and Dispatch records in relation to officially reported cases of non-compliance.
Method of calculation/ Assessments	<p>The quality is measured by ratio of the total number of non-compliant items and the total number of items delivered to a customer. Measured monthly, quarterly and annually.</p> <p>Measurement is done according to Six Sigma and statistically scientific principles of defect measurement. 100% expectation is defined as minimum 5 Sigma, i.e. 230 defects per million items produced. This is world class manufacturing standards.</p>
Means of verification	Verification of information gathered from Shop floor and Dispatch records in relation to officially reported cases of non-compliance
Assumptions	Not Applicable
Disaggregation of beneficiaries	Not Applicable
Spatial transformation	Not Applicable
Calculation type	Noncumulative
Reporting cycle	Quarterly
Desired performance	100% for Identity Documents/Cards
Indicator responsibility	General Manager: Operations and Production

Indicator Title	Percentage progress completed on the Masterplan/ (Visagie Site building)
Definition	The Masterplan project involves building of the new GPW precinct that will ultimately accommodate all machinery to consolidate effort and enhance efficiency
Source/collection of data	Masterplan Project Progress reports
Method of calculation/ Assessments	Addition of phases completed as per the project plan
Means of verification	Project reports and verification against milestones
Assumptions	Experts will be brought on board to spearhead the building project
Disaggregation of beneficiaries	Not Applicable
Spatial transformation	More space to accommodate GPW machinery
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	70% progress over the MTSF period
Indicator responsibility	Chief Financial Officer

Indicator Title	Number of young people and women taken through Artisan and graduate programmes
Definition	Number of young people and women recruited by GPW to be placed on artisan and graduate programs and young people employed within GPW in the MTSF 2019-2024
Source/collection of data	Human Resources recruitment records
Method of calculation/ Assessments	Addition of all women and people under the age of 35 employed during the reporting period.
Means of verification	Portfolio of Evidence: posts filled between 2020 and 2025
Assumptions	None
Disaggregation of beneficiaries	50:young people 50:women
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	100 people taken through the artisan programme
Indicator responsibility	General Manager: Human Resources

Indicator Title	Percentage of the workforce trained as per WSP priorities
Definition	Implementation of training and development programmes to contribute to an adequate skilled workforce
Source/collection of data	Workplace Skills Plan and HRD strategy
Method of calculation/ Assessments	Number of workforce trained/ number of workforce at the reporting period
Means of verification	Portfolio of Evidence: Attendance registers
Assumptions	Not Applicable
Disaggregation of beneficiaries	Not Applicable
Spatial transformation	Not Applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	70% of workforce trained
Indicator responsibility	General Manager: Human Resource

Indicator Title	Unqualified audit opinion with no material findings
Definition	Audit outcome post GPW's audit by the Auditor General on areas audited by AGSA. Provides indication on the Annual Financial Statements, whether they fairly represent the financial position of GPW and that its financial performance and cash flows are in accordance with the applicable accounting framework.
Source/collection of data	Auditor-General's Report
Method of calculation/ Assessments	Outcome of the AG's report
Means of verification	Annual Report
Assumptions	Outcome
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable
Calculation type	Noncumulative
Reporting cycle	Annually
Desired performance	Unqualified audit opinion
Indicator responsibility	General Manager Financial Services

Indicator Title	Percentage of BCM activities implemented in line with the Compliance and Risk Plan
Definition	Implementation of Business Continuity Management according to activities/phases outlined in the Compliance and Risk Plan. Business Continuity Management is important for the organisation's ability to continue business in the event of disaster and/or disruptions.
Source/collection of data	Compliance and Risk Plan, GPW APP Quarterly Performance Report
Method of calculation/ Assessments	Number of BCM activities executed divided by the number of all BCM activities listed in the Compliance and Risk Plan
Means of verification	All sources of data versus Portfolio of Evidence
Assumptions	Not Applicable
Disaggregation of beneficiaries	Not Applicable
Spatial transformation	Not Applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	100% of all activities
Indicator responsibility	General Manager: Strategic Management

Indicator Title	Reviewed security model for GPW implemented
Definition	Security milestones executed as per the security plan to ensure implementation of the GPW security model, which will enhance the effectiveness and efficiency of security services.
Source/collection of data	Quarterly Performance Reports, GPW security model
Method of calculation/ Assessments	Addition of all activities that were set for implementation on a quarterly basis
Means of verification	Comparisons of the Quarterly Performance Reports, GPW security model and activities that were set to be achieved on a quarterly basis
Assumptions	The GPW security model will enhance effectiveness and efficiency of security services.
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	100% of all activities implemented
Indicator responsibility	General Manager: Strategic Management







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