

ANNUAL PERFORMANCE PLAN

2021/2022

The State's Mandated Security Printer



government
printing

Department:
Government Printing Works
REPUBLIC OF SOUTH AFRICA





ANNUAL PERFORMANCE PLAN

2021/2022



MINISTER OF HOME AFFAIRS

HON DR PA MOTSOALEDI, MP



Foreword by the Minister of Home Affairs

I had an honour of forming part of the Government Printing Works (GPW) strategic planning session for the financial year 2021/22, together with the Deputy Minister during September 2020. The session was conducted on a virtual platform due to the advent of the novel corona virus, also referred to as COVID-19. This global pandemic threatened the wellbeing of all South Africans and affected our economic landscape, leading to disruptions which ushered in the new normal ways of doing things. Government institutions had to refocus their resource plans in order to give priority towards procurement of the Personal Protective Equipment (PPE). This led to the reduction of budgets and GPW was not immune from this unfortunate impact. Various measures were put in place, including but not limited to the implementation of protocols such as the screening of employees upon their entering of GPW premises, establishment of the Covid-19 steering committee implementing temperature scans, making hand sanitisers and other amenities available whilst ensuring that employees adhere to the wearing of face masks.

Whilst the 2021/22 financial year is entered into with the rolling out of the vaccination programme, GPW will continue to put in place measures to ensure the safety of our employees while allowing business continuity to take place. We will continue to embrace new ways of working as part of the new normal and a complete realisation that the fourth industrial revolution has become a swift reality that will see a complete change in

the face of business.

GPW is the State's mandated security printer with its mission being to provide cost effective, secure, reliable and timeous services to all spheres of government. GPW also disseminates government information through secure technology, innovation and service excellence.

For the 2021-2022 financial year, GPW will continue to strive towards achieving strategic goals that contribute towards realisation of the national outcomes of government and objectives set out in the National Development Plan. The Annual Performance Plan (APP) includes milestones and targets linked to specific activities that GPW will undertake and against which performance will be measured and monitored. The importance that GPW has toward the production of security documents for the Department of Home Affairs in form of ID Smart Cards and Passports cannot be overemphasized. These documents are critical in protecting the sovereignty of our country.

The following outcomes remain relevant for GPW in the 2021-2022 financial year:

- Repositioned GPW to ensure stability, sustainability and viability as a critical national security facility
- Optimised processes and facilities resulting in increased operational effectiveness and improved customer service

- People management and development to enable recruitment, development and retention of effective and efficient human capital

GPW is a self-sustainable business entity owned by the State and has developed a business case that outlines its priorities for the next 5 to 20 years to ensure relevance and sustainability. This Annual Performance Plan reflects priorities as outlined in the business case.

I believe that GPW has a critical role to play in the Republic and the African continent in terms of the production and printing of security and non-security documents. I therefore endorse and look forward towards the implementation of the 2021/22 APP.



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



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA



DEPUTY MINISTER OF HOME AFFAIRS

HON N NZUZA, MP

Foreword by the Deputy Minister of Home Affairs

GPW as a Government Component within the Department of Home Affairs (DHA) recognises all strategic linkages that have to be with the DHA, in order to ensure the quality and speedy delivery of the national security documents in line with its mandate. As a result, GPW continues to support the constitutional and legislative mandates of the Department, including the Department's civic mandate that focuses on the management of citizenship as well as civil registration. The issuance of smart Identity documents contributes to the MTSF priority of nation building and social cohesion thus having an important and direct contribution to the National Development Plan (NDP). This linkage has found expression through a specific output or performance indicator for the financial year. This has been the case even in the past financial years in order to ensure timeous and quality assured production of smart ID cards.

As already highlighted by the Honourable Minister, the MTSF 2019-2024 has been welcomed by what has been widely termed a new normal, due to the impact that the corona virus has had across all industries. This has brought about new dictates to how we should conduct our day to day operations of business. GPW therefore recognises not only risks that have emanated from the pandemic, but also embraces growth opportunities that will come with exploring more options towards digital printing.

GPW retains the following priorities and will continue to implement key initiatives to ensure that these priorities are realised:

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.

The above priorities incorporate critical organisational strategies such as the footprint expansion that will allow GPW to pursue SADC and African Union member states, to utilize GPW as a service provider for the printing of State security documents. This finds expression in a detailed Marketing and Communication Strategy which contain specific milestones to assist GPW achieve this objective.

GPW began a journey to recapitalise its assets in order to enhance its operations and to improve efficiency. The completion of facilities will allow the organisation to enhance its printing processes and improve efficiencies. The asset recapitalisation process is not new to GPW and previously has been impacted by key dependencies that have had to be addressed. We envisage that the process will gain traction in 2021/22 with all key stakeholders coming on board with the ultimate objective being to have a new precinct by 2025.

It is important that as an organisation, we go back to the drawing board with renewed strategies to bolster not only performance, but also increase productivity levels, business growth and attraction of new clientele whilst ensuring that our delivery complies with applicable legislation and policies.



MR N NZUZA, MP



home affairs

DEPUTY MINISTER OF HOME AFFAIRS

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

Foreword by the Chief Executive Officer



An execution of priorities for the past financial year had to contend with the challenges presented by the novel COVID-19, commonly known as the corona virus. This called for emergency measures to be put in place to manage the work environment and ensure service delivery against set targets. As we usher in the 2021/22 financial year conscious strategic decisions had to be taken to enable setting of realistic targets in consideration of the new normal, that will unavoidably be with our country into a foreseeable future. GPW has adopted a risk-based approach to the overall management of its operations within the context of the corona virus, as well as the realities within the printing and manufacturing sector which has similarly been affected by the pandemic.

GPW 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 provide critical security, para-security and commercial printing services to all government departments and their 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 documentation.

GPW continues to be run on sound business principles that have maintained its viability over the past financial year. It has remained financially stable and continues to generate revenue of over R1 billion since the financial year 2014/2015 to date. As a self funding entity the budget is utilised for spending against critical commitments and projects contained in the APP, operational plans and a Procurement Plan.

New Headquarters

GPW is set to finalize the refurbishment of its new headquarters located adjacent to the current Visagie Street campus, and will serve as the administrative block. The facility will be renovated into a modern building with pedestrian bridge connecting Visagie factory precinct and the administration building across the street. All administration personnel will be housed in this building.

Operations and equipment modernisation programme

GPW has developed a modernisation programme that aligns to the technological revolution that will fundamentally change the way we print, work and relate to one another. GPW has begun a journey to modernise its operations and equipment in order to adapt to the fourth industrial revolution in support of its strategic plan. In this regard, the following highlighted initiatives 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.

- **Automation of Examination production process**

GPW plans to automate the end to end examinations production process with effect from this financial year in order to execute this function with minimal human intervention. It has commissioned modern and technologically advanced script sorting and packaging equipment. This mechanised line has reduced the risk associated with manual sorting and packaging operations. This automated line will be incorporated into the

greater examinations production facility.

- **Standard Printing**

GPW is in the process of procuring 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. This will ensure a modernised high-speed printing processes in order to enhance production and operations.

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 demands brought about by the fourth industrial revolution.

The Master Plan project

The development and completion of the Masterplan Project is highly dependent on external departments such as the Department of Public Works and Infrastructure. Engagements are underway to ensure implementation of the project plan withing reduces turnaround times.

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.

The completed GPW precinct will 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 will enable the transition from the legacy

Bosman Street site.

Confronting the COVID-19 pandemic

This APP recognises the strain and impact that the pandemic has had on our operations as well as on our officials, their families and communities. Risks associated with the spread of virus will be mitigated at an organizational level through the implementation of occupational health and safety and business continuity plans. Continuous awareness and implementation of the COVID-19 protocols will not only ensure that the wellbeing of our employees is taken care of, however also ensure that we continue to deliver services to our clients with efficiency.

GPW has developed a risk appetite and tolerance framework to clearly determine its appetite and tolerance levels in order to guide resource allocation and to take more informed decisions towards planning and implementation of its targets.



Acting Chief Executive Officer Government
Printing Works

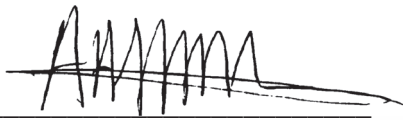
Ms Alinah Fosi

Date: 10 March 2021

Official Sign-Off

It is hereby certified that this Annual Performance Plan 2021-22:

Was developed by the management of Government Printing Works under the guidance of the Minister of Home Affairs, was prepared in line with the current Strategic Plan 2020-2025 of the Government Printing Works, and accurately reflects the performance targets which the Government Printing Works will endeavour to achieve given the resources made available in the budget for 2021-22.



Chief Information Officer

MR A APLENI



General Manager: Strategic Management

MS A FOSI



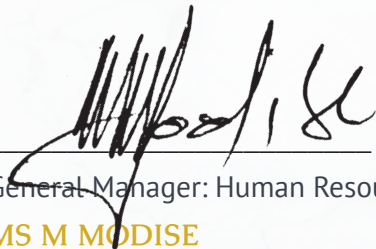
Acting General Manager: Operations and Production

MR S NGUBANE



Accounting Authority: Acting Chief Executive Officer

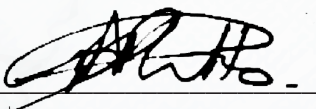
MS A FOSI



General Manager: Human Resources

MS M MODISE

APPROVED BY:



Acting Chief Financial Officer

MR PA MOLOTO



Executive Authority

DR PA MOTSOLEDI, MP

Minister of Home Affairs

TABLE OF CONTENTS

| | |
|--|-----------|
| Foreword by the Minister of Home Affairs----- | 5 |
| Foreword by the Deputy Minister of Home Affairs----- | 8 |
| Foreword by the Chief Executive Officer ----- | 10 |
| Official Sign-Off----- | 13 |
| PART A: OUR MANDATE ----- | 17 |
| 1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES ----- | 17 |
| 2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES----- | 17 |
| 3. RELEVANT COURT RULINGS ----- | 20 |
| PART B: OUR STRATEGIC FOCUS ----- | 22 |
| 4. UPDATED SITUATIONAL ANALYSIS----- | 22 |
| 4.1 External environment----- | 22 |
| 4.2 Internal environment----- | 24 |
| 4.3 Performance over the previous five years ----- | 25 |
| 4.4 Focused attention on the GPW's modernisation initiative ----- | 26 |
| PART C: MEASURING OUR PERFORMANCE ----- | 30 |
| 5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION----- | 30 |
| 5.1 Office of the CEO----- | 31 |
| 5.2 Branch: Operations and Production ----- | 35 |
| 5.3 Branch: Strategic Management ----- | 41 |
| 5.4 Branch: Financial Services----- | 46 |
| 5.5 Branch: Human Resource ----- | 51 |
| 6. RESOURCE CONSIDERATIONS ----- | 54 |
| 7. UPDATED KEY RISKS AND MITIGATION PLANS FROM THE STRATEGIC PLAN----- | 55 |
| 7.1. INTERGRATED MANAGEMENT OF RISK ----- | 56 |
| 8. PUBLIC ENTITIES----- | 56 |
| 9. INFRASTRUCTURE PROJECTS----- | 56 |
| 10. PUBLIC-PRIVATE PARTNERSHIPS (PPP's) ----- | 56 |
| PART D: TECHNICAL INDICATORS AND DESCRIPTIONS ----- | 58 |
| ANNEXURE TO THE GPW STRATEGIC PLAN 2020-2025----- | 70 |



PART A

OUR MANDATE

VISION

To be the State's mandated security printer.

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

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 improved customer service
- People management and development to enable recruitment, development and retention of effective and efficient human capital

PART A: OUR MANDATE

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

GPW facilitates implementation of the legislation that governs the production and management of identification, citizenship and travel documents, which are issued by the Department of Home Affairs.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

GPW contributes towards achievement of the objectives of the National Development Plan (NDP, Vision 2030) and aligns its work to the Medium Term Strategic Framework (MTSF) priorities, as follows:

1. **Building a capable, ethical and developmental State**
2. **Economic transformation and job creation**
3. Education, skills and health
4. Consolidating the social wage through reliable and quality basic services
5. Spatial integration, human settlements and local government
6. **Social cohesion and safe communities**
7. **A better Africa and world**

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

| MTSF priority | GPW's contribution | MTSF commitment |
|---|---|--|
| Social cohesion and safe communities | 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 | Recruitment of unemployed youth, women and people with disabilities | 100 young people and women taken through Artisan and Graduate programme(s) |
| A better Africa and 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 | 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 |

| MTSF priority | GPW's contribution | MTSF commitment |
|---------------|--------------------|--|
| | | Business Continuity Management Programme fully implemented in line with the Risk and Compliance Management Implementation 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:

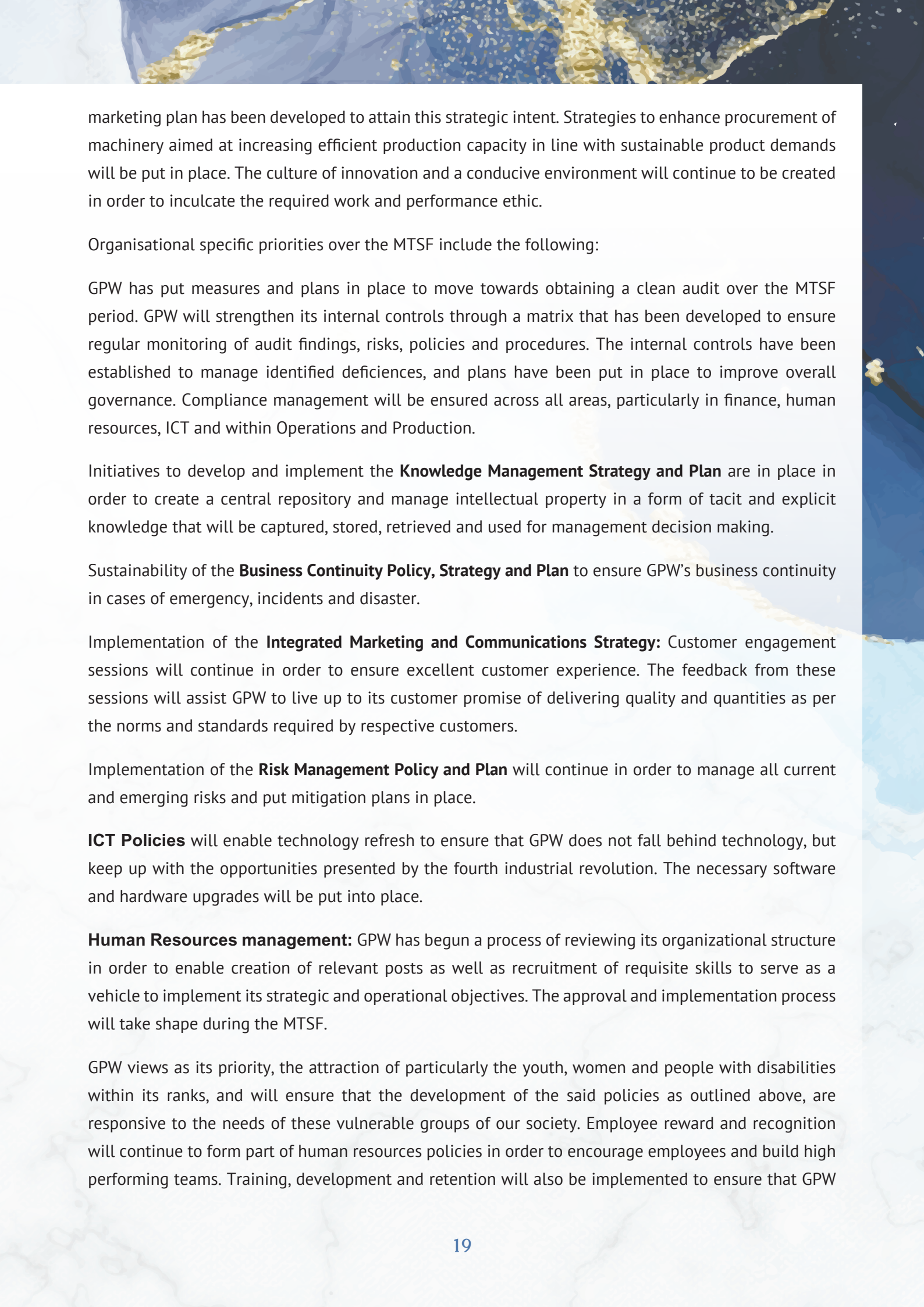
1. Reposition the GPW's business processes to ensure stability, sustainability and viability of the organization as a critical national security facility.
2. Improve customer experience through timeous quality and quantity management
3. Ensure return on investment and sound financial management and sustainability.
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 the 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 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 Communications 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. The internal controls have been established to manage identified deficiencies, and plans have been put in place to improve overall governance. 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.

Sustainability of the **Business Continuity Policy, Strategy and Plan** to ensure GPW's business continuity in cases of emergency, incidents and disaster.

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. The necessary software and hardware upgrades will be put into place.

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 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 in its human capital and continue to grow its timber. Partnerships with the Printing SA on the training of our artisans remains essential towards the betterment of our business.

3. RELEVANT COURT RULINGS

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



PART B

OUR STRATEGIC FOCUS

PART B: OUR STRATEGIC FOCUS

4. UPDATED SITUATIONAL ANALYSIS

GPW was established in 1888 as a Government Printer operating using old ink manual printers boasts a sterling history of having 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.

4.1 EXTERNAL ENVIRONMENT

4.1.1 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 they encourage 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 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 findings 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.

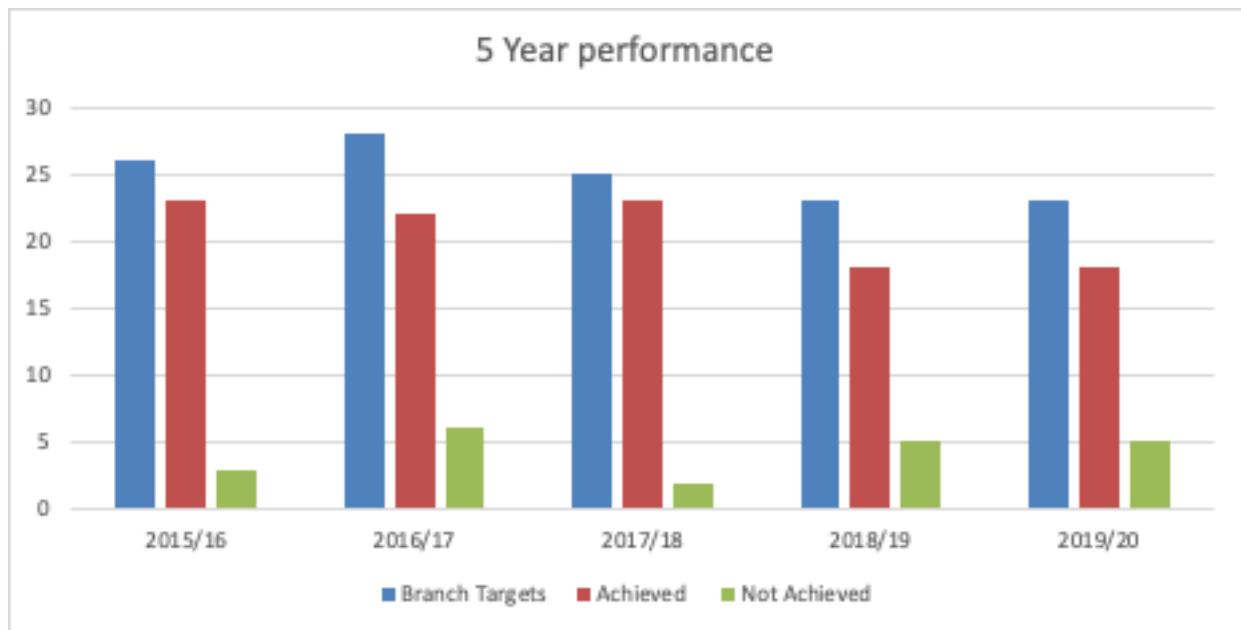
The printing of specific State security documents by GPW as a sole supplier, through the Security Printing Act would secure the national identity of RSA citizens and that of legal foreign nationals, particularly amidst all the dangers of counterfeiting, cyber-security threats, forging and security breaches 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.

4.2 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 Annual Performance Plan, including milestones as outlined in the opening forewords both by the Executive Authority, the Deputy Minister 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. A detailed outline of the SWOT analysis is provided for in the Strategic Plan 2020-2025.

4.3 PERFORMANCE OVER THE PREVIOUS FIVE YEARS



As depicted above GPW the organisation saw a reduction between 2015 and 2017 as a way on focusing on strategic imperatives and allowing other targets to be measured at an operational level. Continuous efforts have been made every year to ensure improvements 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 consultation, buy in into a shared vision and integrated planning. It will be noted that the financial years 2018/19 and 2019/20 have had similar performance outcomes in terms of the number of targets that were set (23) and achieved (18), averaging 78%. GPW has had challenges in terms of the completion of the construction project, referred to as a Masterplan project. These challenges are among other reasons attributed to dependencies of the project, the project size and level of expertise required. The other challenge relates to governance in terms of obtaining a clean audit opinion. While in pursuit of our strategic targets, GPW will continue to put measures in place to improve our internal controls environment. This will be achieved through application of good governance principles and implementation of audit recommendations. The post audit action plan and other mechanism will be developed and monitored in order to reduce occurrences of irregular expenditure and other compliance gaps that impact on GPW's governance.

The table below outlines various products that were produced in the last five years. These figures reflect that the production of security and para-security documents has increased between 2015 and 2018 (with exception of the green barcoded ID). There has been a steady demand in the production of passports with an increase of 17% when comparing financial years 2015/16 and 2019/20.

Similar growth is noted in the production of ID Smart Cards for the first four years, which are aimed at replacing the green barcoded identity documents by 2025. 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. A general decline is noted in 2019/20 across the production of all products amongst others reason, due to a general slow down during the last quarter of the year in the wake of the novel COVID-19 pandemic.

In the financial year 2019/20 GPW introduced a performance measure to evaluate the production of High Security Certificates, which relate to the production of civic, educational, refugee, transport and similarly related documents).


| Product | 2019/20 | 2018/19 | 2017/18 | 2016/17 | 2015/16 |
|--|------------|------------|------------|------------|------------|
| Passports (booklets) | 987 831 | 993 726 | 917 934 | 883 891 | 820 237 |
| Identity documents (cards) | 2 822 174 | 3 122 489 | 2 869 257 | 2 699 047 | 2 413 929 |
| Examinations (books) | 25 217 879 | 30 614 803 | 18 738 498 | 26 750 543 | 18 813 805 |
| Official Gazettes (editions published) | 2 000 | 2056 | 1977 | 2 256 | 3 115 |
| High Security Certificates | 13 488 576 | - | - | - | - |

4.4 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 continues throughout the MTSF cycle and resources will be availed to implement plans in each financial year.

The following areas take preeminance and are regarded as key points of consideration in the move towards modernising GPW:

- 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



GPW's modernisation initiative began in 2020/21 and whilst the wake of the novel COVID-19 pandemic had a considerable impact in terms of progress made, more than ever before the following have become more critical to implement as part of the new normal:

- 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.
- 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.





PART C

**MEASURING OUR
PERFORMANCE**

PART C: MEASURING OUR PERFORMANCE

5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

GPW will implement all targets set for implementation over the next financial year. Each branch has targets that are aligned to a programme/cost centre which contributes to achievement of overall GPW's performance over the MTEF cycle. GPW branches are as follows:

- Office of the CEO includes
 - » Internal Audit and
 - » Information Communication and Technology (ICT)
- Branch: Operations and Productions
- Branch: Strategic Management
- Branch: Financial Services; and
- Branch: Human Resource

5.1 OFFICE OF THE CEO

Purpose: The CEO is the Accounting Officer for GPW, responsible for strategic direction and the overall effective, efficient and compliant functioning 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 strategic objectives reside within the office of the CEO.

| Office of the CEO | | | | | | | | | | |
|---|---------------------------------------|---|---|---|--|--|--|--|--|--|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | | |
| | | | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| ICT | | | | | | | | | | |
| 1. | Secured and protected ICT environment | 100% security vulnerabilities mitigated | Percentage of security vulnerabilities detected by security assessments mitigated | >99% security vulnerabilities mitigated | 99.67% security vulnerabilities detected by security assessments mitigated | 100% security vulnerabilities detected by security assessments mitigated | 100% security vulnerabilities detected by security assessments mitigated | 100% security vulnerabilities detected by security assessments mitigated | 100% security vulnerabilities detected by security assessments mitigated | 100% security vulnerabilities detected by security assessments mitigated |
| Annual Target Information for 2021/22 | | | | | | | | | | |
| Output Indicator: Percentage of security vulnerabilities detected by security assessments mitigated | | | | | | | | | | |
| Annual Target: 100% security vulnerabilities detected by security assessments mitigated | | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | | |
| Quarter 1 Target: 100% Microsoft patches released, applicable to GPW environment | | | | | | | | | | |
| Quarter 2 Target: 100% Microsoft patches released, applicable to GPW environment | | | | | | | | | | |
| Quarter 3 Target: 100% Microsoft patches released, applicable to GPW environment | | | | | | | | | | |
| Quarter 4 Target: 100% Microsoft patches released, applicable to GPW environment | | | | | | | | | | |

| Office of the CEO | | | | | | | | | |
|--|--|-----------------------------------|---|------------------------------------|------------------------------------|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | |
| 2. | ICT servers uptime availability maintained | 95.5% servers uptime availability | Percentage servers uptime availability of ICT systems | >99% system availability | 97.79% system availability | 99.5% system availability | 95.5% servers uptime availability | 2021/22 | 2022/23 |
| | | | | | | | 95.5% servers uptime availability | 95.5% servers uptime availability | 95.5% servers uptime availability |
| Quarterly Target Information for 2021/22 | | | | | | | | | |
| Output Indicator: Percentage servers uptime availability of ICT systems | | | | | | | | | |
| Annual Target: 95.5% servers uptime availability [measuring uptime of the server hosting business systems] | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | |
| Quarter 1 Target: 95.5% servers uptime availability | | | | | | | | | |
| Quarter 2 Target: 95.5% servers uptime availability | | | | | | | | | |
| Quarter 3 Target: 95.5% servers uptime availability | | | | | | | | | |
| Quarter 4 Target: 95.5% servers uptime availability | | | | | | | | | |

| Office of the CEO | | | | | | | | | |
|---|---|--|---|---|---|---|--|--|--|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | |
| | | | | | | | | 2021/22 | 2022/23 |
| Internal Audit | | | | | | | | | |
| 3. | Independent assurance provided to enhance effective and efficient internal corporate governance | 90% of approved annual internal audit plan implemented | Percentage implementation of the annual internal audit plan | 94% of annual internal audit plan implemented | 100% of approved annual internal audit plan implemented | 100% of approved annual internal audit plan implemented | 90% of approved annual internal audit plan implemented | 90% of approved annual internal audit plan implemented | 90% of approved annual internal audit plan implemented |
| Quarterly Target Information for 2021/22 | | | | | | | | | |
| Output Indicator: Percentage implementation of the annual internal audit plan | | | | | | | | | |
| Annual Target: 90% of approved annual internal audit plan implemented | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | |
| Quarter 1 Target: 20% of approved annual internal audit plan implemented | | | | | | | | | |
| Quarter 2 Target: 25% of approved annual internal audit plan implemented | | | | | | | | | |
| Quarter 3 Target: 25% of approved annual internal audit plan implemented | | | | | | | | | |
| Quarter 4 Target: 20% of approved annual internal audit plan implemented | | | | | | | | | |

Explanation of planned performance over the medium term period

All targets as outlined above will be achieved at the same output level over the Medium Term period. A total of 100% security vulnerabilities will be detected by security assessments mitigated, 95.5% servers uptime availability will be minimum quarterly performance to ensure annual performance achievement. 90% of approved annual internal audit plan is a cumulative target that will be apportioned varying workload quarterly according to time and activity dynamics of each quarter, in order to ensure the annual achievement. The Internal Audit target as outlined is dependent on the approved Internal Audit plan and cooperation by business is of critical importance such as in providing information timeously and responding to audit queries.

5.2. BRANCH: OPERATIONS AND PRODUCTION

Purpose: The main responsibilities of the Operations and Production branch are to conduct market, production and 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 and to maintain GPW's production equipment in a state of readiness.

| Branch: Operations and Production | | | | | | | | | | |
|---|-------------------------------------|---|---|---|---|---|---|---|---|---------|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance | Audited/Actual Performance | Audited/Actual Performance | Estimated Performance | Medium Term Targets | | |
| | | | | 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | 2022/23 |
| 1. | Security printed materials Produced | Identity Documents/ cards that conform to client specifications delivered | Percentage of Identity Documents/ cards delivered that conform to client specifications | 100% of 2 869 257 Identity Documents/ Cards delivered produced conformed to the client's specifications | 100% of 3 122 489 Identity Documents/ cards delivered that conform to client specifications | 100% of 2 822 174 Identity Documents/ cards delivered that conform to client specifications | 100% of Identity Documents/ cards delivered that conform to client specifications | 100% of Identity Documents/ cards delivered that conform to client specifications | 100% of Identity Documents/ cards delivered that conform to client specifications | |
| Quarterly Target Information for 2021/22 | | | | | | | | | | |
| Output Indicator: Percentage of Identity Documents/ cards delivered that conform to client specifications | | | | | | | | | | |
| Annual Target: 100% of Identity Documents/ cards delivered that conform to the client specifications | | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | | |
| Quarter 1 Target: 100% of Identity Documents/ cards delivered that conform to client specifications | | | | | | | | | | |
| Quarter 2 Target: 100% of Identity Documents/ cards delivered that conform to client specifications | | | | | | | | | | |
| Quarter 3 Target: 100% of Identity Documents/ cards delivered that conform to client specifications | | | | | | | | | | |
| Quarter 4 Target: 100% of Identity Documents/ cards delivered that conform to client specifications | | | | | | | | | | |

| Branch: Operations and Production | | | | | | | | | |
|--|-------------------------------------|--|--|---|--|--|--|--|--|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | |
| | | | | | | | | 2021/22 | 2023/24 |
| 2. | Security printed materials produced | Travel documents that conform to client specifications delivered 1 | Percentage of Travel documents delivered that conform to client specifications | 100% of 917 934 Travel Documents delivered conformed to the client's specifications | 100% of Travel 993 726 documents delivered that conform to the client specifications | 100% of 987 831 Travel documents delivered that conform to the client specifications | 100% of Travel documents delivered that conform to client specifications | 100% of Travel documents delivered that conform to client specifications | 100% of Travel documents delivered that conform to client specifications |
| Quarterly Target Information for 2021/22 | | | | | | | | | |
| Output Indicator: Percentage of travel documents delivered that conform to client specifications | | | | | | | | | |
| Annual Target: 100% of Travel documents delivered that conform to client specifications | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | |
| Quarter 1 Target: 100% of Travel Documents delivered that conform to client specifications | | | | | | | | | |
| Quarter 2 Target: 100% of Travel Documents delivered that conform to client specifications | | | | | | | | | |
| Quarter 3 Target: 100% of Travel Documents delivered that conform to client specifications | | | | | | | | | |
| Quarter 4 Target: 100% of Travel Documents delivered that conform to client specifications | | | | | | | | | |

1 Travel Documents refer to a wide range of booklets that include passports, crew member cards and refugee travel documents

| Branch: Operations and Production | | | | | | | | | | |
|---|-------------------------------------|--|---|--|--|---|--|--|---|---------|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | | |
| | | | | | | | | 2021/22 | 2022/23 | 2023/24 |
| 3. | Security printed materials produced | Examination papers that conform to client specifications delivered | Percentage of examinations papers delivered that conform to client specifications | 100% of 18 738 498 examination papers delivered conformed to client specifications | 100% of 30 614 803 examination papers delivered conformed to client's specifications | 100% of 25 217 879 examination papers delivered that conform to client specifications | 100% of examination papers delivered that conform to client specifications | 100% of examination papers delivered that conform to client specifications | 100% of examination papers delivered to client specifications | |
| Quarterly Target Information for 2021/22 | | | | | | | | | | |
| Output Indicator: Percentage of examinations papers delivered that conform to client specifications | | | | | | | | | | |
| Annual Target: 100% of examination papers delivered that conform to the client specifications | | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | | |
| Quarter 1 Target: 100% of examination papers delivered that conform to client specifications | | | | | | | | | | |
| Quarter 2 Target: 100% of examination papers delivered that conform to client specifications | | | | | | | | | | |
| Quarter 3 Target: 100% of examination papers delivered that conform to client specifications | | | | | | | | | | |
| Quarter 4 Target: 100% of examination papers delivered that conform to client specifications | | | | | | | | | | |

| Branch: Operations and Production | | | | | | | | | |
|---|--|---|---|--|---|--|---|---|---|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | |
| | | | | | | | | 2021/22 | 2023/24 |
| 4. | Government information coordinated and distributed | Government Gazettes that conform to client specifications published | Percentage of Government Gazettes published that conform to client specifications | 100% 176 300 of Government Gazettes published conformed to quality and timeline specifications | 100% of 2056 Government Gazettes published conformed to client specifications | 100% of 2000 Government Gazettes published that conform to client specifications | 100% of Government Gazettes published that conform to client specifications | 100% of Government Gazettes published that conform to client specifications | 100% of Government Gazettes published that conform to client specifications |
| Quarterly Target Information for 2021/22 | | | | | | | | | |
| Output Indicator: Percentage of Government Gazettes published that conform to client specifications | | | | | | | | | |
| Annual Target: 100% of Government Gazettes published that conform to client specifications | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | |
| Quarter 1 Target: 100% of Government Gazettes published that conform the client specifications | | | | | | | | | |
| Quarter 2 Target: 100% of Government Gazettes published that conform the client specifications | | | | | | | | | |
| Quarter 3 Target: 100% of Government Gazettes published that conform the client specifications | | | | | | | | | |
| Quarter 4 Target: 100% of Government Gazettes published that conform the client specifications | | | | | | | | | |

| Branch: Operations and Production | | | | | | | | | | |
|--|-------------------------------------|--|--|------------------------------------|------------------------------------|--|---|---|---|---------|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | | |
| | | | | | | | | 2021/22 | 2022/23 | 2023/24 |
| 5. | Security printed materials produced | High Security Certificates that conform to client specifications delivered | Percentage of High Security Certificates delivered that conform to client specifications | N/A | N/A | 98.6 % of 13 488 576 High Security Certificates delivered that conform to client specifications. | 99% of High Security Certificates delivered that conform to client specifications | 99% of High Security Certificates delivered that conform to client specifications | 99% of High Security Certificates delivered that conform to client specifications | |
| Quarterly Target Information for 2021/22 | | | | | | | | | | |
| Output Indicator: Percentage of High Security Certificates delivered that conform to client specifications | | | | | | | | | | |
| Annual Target: 99% of High Security Certificates delivered that conform to client specifications | | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | | |
| Quarter 1 Target: 99% of High Security Certificates delivered that conform to client specifications | | | | | | | | | | |
| Quarter 2 Target: 99% of High Security Certificates delivered that conform to client specifications | | | | | | | | | | |
| Quarter 3 Target: 99% of High Security Certificates delivered that conform to client specifications | | | | | | | | | | |
| Quarter 4 Target: 99% of High Security Certificates delivered that conform to client specifications | | | | | | | | | | |

Explanation of planned performance over the medium term period

Approved methods will be utilised to plan, schedule and execute production orders, thus ensuring timeous delivery of 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. Customer engagement sessions will be put into place to ensure continuity of business with our customers, whilst ensuring that there is adequate capacity and requisite technology in place.

5.3 BRANCH: STRATEGIC MANAGEMENT

Purpose: The branch is responsible for providing support to strategic elements of GPW, facilitating the development, alignment and implementation of the strategic plan and related policies and procedures, communications and marketing of the GPW's products and services, the rendering of legal, security, compliance and risk management services.

| Branch: Strategic Management | | | | | | | | | |
|--|---|--|--|----------------------------|---|----------------------------|----------------------------|--|--|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance | Audited/Actual Performance | Audited/Actual Performance | Estimated Performance | Medium Term Targets | |
| | | | | 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 |
| Marketing and Stakeholder Relations | | | | | | | | | |
| 1 | GPW's Marketing and Internal Communication initiatives enhanced | Integrated Marketing and Communication Strategy and Plan implemented | Number of Integrated Marketing and Communication Strategy and Plans reviewed and implemented | N/A | 100% of integrated marketing and communication strategy and plan implemented. | 29 local customers engaged | 10 local customers engaged | Integrated Marketing and Communication Strategy reviewed and Implementation plan developed | Phase 2 of the Integrated Marketing and Communication Strategy and plan deliverables implemented Phase 3 of the Integrated Marketing and Communication Strategy and plan deliverables implemented |
| Quarterly Target Information for 2021/22 | | | | | | | | | |
| Output Indicator: Number of Integrated Marketing Communication Strategy and Plans reviewed and implemented | | | | | | | | | |
| Annual Target: Integrated Marketing and Communication Strategy reviewed and implementation plan developed | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | |
| Quarter 1 Target: Integrated Marketing and Communication Strategy reviewed and Implementation Plan developed | | | | | | | | | |
| Quarter 2 Target: Draft Integrated Marketing and Communication Strategy and Implementation Plan submitted for approval | | | | | | | | | |
| Quarter 3 Target: Phase 1 deliverables executed in line with the Integrated Marketing and Communication Strategy and Implementation Plan | | | | | | | | | |
| Quarter 4 Target: Phase 1 deliverables executed in line with the Integrated Marketing and Communication Strategy and Implementation Plan | | | | | | | | | |

| Branch: Strategic Management | | | | | | | | | |
|--|--|--|---|----------------------------|----------------------------|---|---|---|---|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance | Audited/Actual Performance | Audited/Actual Performance | Estimated Performance | Medium Term Targets | |
| | | | | 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 |
| Marketing and Stakeholder Relations | | | | | | | | | |
| 2. | SADC countries informed of GPW product and service offerings | Integrated Marketing and Communication Strategy and Plan implemented | Number of follow up engagements conducted with potential customers in the SADC region | N/A | N/A | 10 countries in the SADC region engaged | 5 countries in the SADC region engaged as follow up | Follow up engagements conducted with 8 potential customers in the SADC region | Follow up engagements conducted with 8 potential customers in the SADC region |
| Quarterly Target Information for 2021/22 | | | | | | | | | |
| Outcome Indicator: Number of countries engaged in the SADC region | | | | | | | | | |
| Annual Target: Follow up engagements conducted with 8 potential customers in the SADC region | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | |
| Quarter 1 Target: 2 Potential customers in the SADC region engaged | | | | | | | | | |
| Quarter 2 Target: 2 Potential customers in the SADC region engaged | | | | | | | | | |
| Quarter 3 Target: 2 Potential customers in the SADC region engaged | | | | | | | | | |
| Quarter 4 Target: 2 Potential customers in the SADC region engaged | | | | | | | | | |

| Branch: Strategic Management | | | | | | | | | | |
|--|--|---|--|------------------------------------|------------------------------------|---|--|--|--|--|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | | |
| | | | | | | | | 2021/22 | 2022/23 | 2023/24 |
| Strategic Support | | | | | | | | | | |
| 3. | Resilient, agile and sustainable business in the event of disaster | All Business Continuity Management identified outputs implemented | Percentage implementation of the Business Continuity Management activities | N/a | N/a | Business Continuity Plan submitted for approval and implemented | Business Continuity Management activities 100% implemented | 100% implementation of Business Continuity Management identified outputs | 100% Implementation of Business Continuity Management identified outputs | 100% Implementation of Business Continuity Management identified outputs |
| Quarterly Target Information for 2021/22 | | | | | | | | | | |
| Output Indicator: Percentage implementation of the Business Continuity Management activities | | | | | | | | | | |
| Annual Target: 100% Implementation of Business Continuity Management identified outputs | | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | | |
| Quarter 1 Target: 100% BCM activities implemented in accordance with the approved Risk and Compliance Management Implementation Plan | | | | | | | | | | |
| Quarter 2 Target: 100% BCM activities implemented in accordance with the approved Risk and Compliance Management Implementation Plan | | | | | | | | | | |
| Quarter 3 Target: 100% BCM activities implemented in accordance with the approved Risk and Compliance Management Implementation Plan | | | | | | | | | | |
| Quarter 4 Target: 100% BCM activities implemented in accordance with the approved Risk and Compliance Management Implementation Plan | | | | | | | | | | |

| Branch: Strategic Management | | | | | | | | | |
|--|--|--|--|--|--|---|---|---|---|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | |
| | | | | | | | | 2021/22 | 2022/23 |
| Security Services | | | | | | | | | |
| 4. | Secured management of GPW operations, facilities, information and people | Key performance areas of the reviewed GPW security model implemented | Number of the reviewed security models for GPW implemented | 100% of planned activities as per the approved security plan implemented | 100% of planned activities as per the approved security plan implemented | GPW security model reviewed and implemented | Implementation of the reviewed security model for GPW | Implementation of the reviewed security model for GPW | Evaluation of the reviewed security model for GPW |
| Quarterly Target Information for 2021/22 | | | | | | | | | |
| Output Indicator: Number of the reviewed security models for GPW implemented | | | | | | | | | |
| Annual Target: Implementation of the reviewed security model for GPW | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | |
| Quarter 1 Target: Threat and Risk Assessment for Visagie Security Printing Facilities conducted. | | | | | | | | | |
| Quarter 2 Target: Case Management System developed. | | | | | | | | | |
| Quarter 3 Target: Reviewed security vetting processes implemented. | | | | | | | | | |
| Quarter 4 Target: Service provider appointed for the development of ISO 18788 security operation management system processes | | | | | | | | | |

Explanation of planned performance over the medium term period

The targets outlined within the Strategic Management branch reside with the business units Marketing and Stakeholder Relations, Strategic Support, and Security Services. Performance will as a result be managed within these business units and reported accordingly on a quarterly basis. The Intergrated Marketing and Communication Strategy will be drafted in the first quarter and submitted for approval by the Accounting Officer. Implementation and monitoring will resume in the second quarter to ensure that milestones are met, as per the approved implementation plan. The same applies to customers engaged in the SADC region, with project plans managed to ensure delivery within timelines. Percentage implementation of the Business Continuity Management activities will be managed according to key activities highlighted. These activities will be reflected in the Risk and Compliance Management Implementation Plan. The same applies to implementation of the reviewed security model for GPW, which has specific milestones or activities divided into quarters for ease of management and measurability.

5.4 BRANCH: FINANCIAL SERVICES

Purpose: 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

| Branch: Financial Services | | | | | | | | | |
|---|--|-------------------------------|-------------------|--|--|-------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | |
| 1. | Quality financial and supply chain management services compliant with legislation and policies | Clean audit report maintained | Audit outcome | Unqualified audit opinion for 2016/17 maintained | Unqualified audit opinion for 2017/18 maintained | Qualified audit opinion for 2018/19 | Unqualified audit opinion for 2019/20 | 2021/22 | 2022/23 |
| | | | | | | | | Unqualified audit opinion for 2020/21 | Unqualified audit opinion for 2021/22 |
| | | | | | | | | | Unqualified audit opinion for 2022/23 |
| Annual Target Information for 2021/22 | | | | | | | | | |
| Output Indicator: Audit outcome | | | | | | | | | |
| Annual Target: Unqualified audit opinion for 2020/21 | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | |
| Quarter 1 Target: Submission of Annual Financial Statements | | | | | | | | | |
| Quarter 2 Target: 100% post audit action plan implemented | | | | | | | | | |
| Quarter 3 Target: 100% post audit action plan implemented | | | | | | | | | |
| Quarter 4 Target: 100% post audit action plan implemented | | | | | | | | | |

| Branch: Financial Services | | | | | | | | | |
|---|--|---|--------------------------------|--|--|---|---|---|---|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | |
| | | | | | | | | 2021/22 | 2023/24 |
| 2. | Quality financial and supply chain management services compliant with legislation and policies | 6 Positive working capital ratio maintained | Positive working capital ratio | 16.2 positive working capital ratio maintained | 18.1 positive working capital maintained | 10.08 positive working capital ratio maintained | 3 Positive working capital ratio maintained | 3 Positive working capital ratio maintained | 3 Positive working capital ratio maintained |
| Annual Target Information for 2021/22 | | | | | | | | | |
| Output Indicator: Positive working capital ratio | | | | | | | | | |
| Annual Target: 3 Positive working capital ratio maintained | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | |
| Quarter 1 Target: 3 positive working capital ratio maintained | | | | | | | | | |
| Quarter 2 Target: 3 positive working capital ratio maintained | | | | | | | | | |
| Quarter 3 Target: 3 positive working capital ratio maintained | | | | | | | | | |
| Quarter 4 Target: 3 positive working capital ratio maintained | | | | | | | | | |

| Branch: Financial Services | | | | | | | | | |
|---|--|----------------------------------|---------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------|---------------------|---------|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | |
| 3. | Quality financial and supply chain management services compliant with legislation and policies | 10% net profit margin maintained | Percentage of Net Profit Margin | N/A | 40% net profit margin | 10% net profit margin achieved | 10% net profit margin achieved | 2021/22 | 2023/24 |
| Annual Target Information for 2021/22 | | | | | | | | | |
| Output Indicator: Percentage of Net Profit Margin | | | | | | | | | |
| Annual Target: 10% net profit margin achieved | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | |
| Quarter 1 Target: 10% net profit margin achieved | | | | | | | | | |
| Quarter 2 Target: 10% net profit margin achieved | | | | | | | | | |
| Quarter 3 Target: 10% net profit margin achieved | | | | | | | | | |
| Quarter 4 Target: 10% net profit margin achieved | | | | | | | | | |

| Branch: Financial Services | | | | | | | | | | |
|--|--|--|--|----------------------------|----------------------------|----------------------------|-----------------------|--|--|--|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance | Audited/Actual Performance | Audited/Actual Performance | Estimated Performance | Medium Term Targets | | |
| | | | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| 4. | Quality financial and supply chain management services compliant with legislation and policies | Number of Annual Financial Statements (AFS) and In-year Monitoring Reports (IYM) compiled per year that comply with guidelines issued by the National Treasury | Annual financial statements submitted to the National Treasury by 31 May each year 3 IYM reports submitted to the National Treasury on due dates as determined by National Treasury | N/A | N/A | N/A | N/A | AFS submitted by 31 May, and 3 In-year Monitoring reports submitted 30 days after each quarter | AFS submitted by 31 May, and 3 In-year Monitoring reports submitted 30 days after each quarter | AFS submitted by 31 May, and 3 In-year Monitoring reports submitted 30 days after each quarter |
| Quarterly Target Information for 2021/22 | | | | | | | | | | |
| Output Indicator: Annual financial statements submitted to the National Treasury by 31 May each year | | | | | | | | | | |
| 3 IYM reports submitted to the National Treasury on due dates as determined by National Treasury | | | | | | | | | | |
| Annual Target: AFS by 31 May, and 3 IYM report 30 days after each quarter | | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | | |
| Quarter 1 Target: AFS submitted by 31 May 2021 | | | | | | | | | | |
| Quarter 2 Target: In-year Monitoring report submitted by 31 July 2021 | | | | | | | | | | |
| Quarter 3 Target: In-year Monitoring report submitted by 31 October 2021 | | | | | | | | | | |
| Quarter 4 Target: In-year Monitoring report submitted by 31 January 2022 | | | | | | | | | | |

Explanation of planned performance over the medium term period

The five performance targets will be managed uniquely according to formulae required, where applicable. GPW aims to obtain an unqualified audit over the MTSF period as a minimum, and this will find effort on a quarterly and annual basis. The audit opinion target will be managed through different measures but of key importance will be application of the compliance and risk management systems, management of the audit matrix inclusive of findings raised by the Auditor General South Africa and the GPW Internal Audit. The performance targets relating to the 3 Positive working capital ratio maintained and percentage of Net Profit Margin will be managed in accordance with applicable formulae, taking into consideration new and old product demands by GPW customers. In-year Monitoring report and Annual Financial Statements will be submitted timely in accordance with the Public Finance Management Act, National Treasury Regulations and the Framework for Strategic and Annual Performance Plans. Applicable dates of submission will be project managed and dependencies highlighted, to ensure timeous submission.

5.5 BRANCH: HUMAN RESOURCE

Purpose: The Human Resources branch is responsible for the developing of human resource strategies and to ensure that GPW's organisational structures are aligned to its Strategic Plan; the administration of human resources provisioning and conditions of service; to promote the development and utilisation of the GPW's human resources; to support sound employee relations and the managing of employee health and wellness programmes.

| Branch: Human Resource | | | | | | | | | |
|---|--|---|--|------------------------------------|------------------------------------|------------------------------------|---|---------------------|---------|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | |
| 1. | Young people and women equipped with Artisan and other professional skills | Recruitment plan implemented in relation to the filling of identified positions | Number of young people and women taken through Artisan and Graduate programme(s) | N/a | N/a | N/a | 20 unemployed young people and women recruited for Artisan and Graduate skills development programmes | 2021/22 | 2022/23 |
| | | | | | | | 20 unemployed young people and women recruited for Artisan and Graduate skills development programmes | 2021/22 | 2023/24 |
| Quarterly Target Information for 2021/22 | | | | | | | | | |
| Output Indicator: Number of young people and women taken through Artisan and Graduate programme(s) | | | | | | | | | |
| Annual Target: 20 unemployed young people and women recruited for Artisan and Graduate skills development programmes | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | |
| Quarter 1 Target: Skills and areas of placement for the 2022/2023 intake identified | | | | | | | | | |
| Quarter 2 Target: Skills development programmes submitted for approval | | | | | | | | | |
| Quarter 3 Target: Skills development programmes advertised and shortlistings completed | | | | | | | | | |
| Quarter 4 Target: Interviews completed and appointment letters issued | | | | | | | | | |

| Branch: Human Resource | | | | | | | | | |
|--|---|--|--|------------------------------------|--|---|---|---|--|
| NO. | Outcome | Outputs | Output Indicators | Audited/Actual Performance 2017/18 | Audited/Actual Performance 2018/19 | Audited/Actual Performance 2019/20 | Estimated Performance 2020/21 | Medium Term Targets | |
| | | | | | | | | 2021/22 | 2023/24 |
| 2 | Capacity of workforce developed to support service delivery | Trained workforce as per the WSP identified priorities | Percentage of total workforce trained as per the WSP identified priorities | N/A | For the year 86 out of 102 managers were trained, which translates to 84.3%. | 50% of total workforce trained as per the WSP identified priorities | 40% of total workforce trained as per the WSP identified priorities | 50% of total workforce trained as per the WSP identified priorities | 70% of total workforce trained as per critical the WSP identified priorities |
| Quarterly Target Information for 2021/22 | | | | | | | | | |
| Output Indicator: Percentage of total workforce trained as per the WSP identified priorities | | | | | | | | | |
| Performance Indicator: Percentage of total workforce trained as per the Workplace Skills Plan identified priorities | | | | | | | | | |
| Annual Target: 50% of total workforce trained as per the WSP identified training priorities | | | | | | | | | |
| Reporting Period: Quarterly | | | | | | | | | |
| Quarter 1 Target: 15% of total workforce trained as per the WSP identified priorities | | | | | | | | | |
| Quarter 2 Target: 20% of total workforce trained as per the WSP identified priorities | | | | | | | | | |
| Quarter 3 Target: 10% of total workforce trained as per the WSP identified priorities | | | | | | | | | |
| Quarter 4 Target: 5% of total workforce trained as per the WSP identified priorities | | | | | | | | | |

Explanation of planned performance over the medium term period

Number of young people and women taken through Artisan and Graduate programme(s) and percentage of total workforce trained as per the WSP identified priorities will be managed in accordance with quarterly milestones. These targets will be project managed, dependencies identified and addressed. The training of workforce in accordance with the WSP identified priorities will depend on all branches planning their activities taking into consideration various times at which officials will be required to attend training. It is also critical that compliance requirements be met in terms of the submission of the WSP in time to the Department of Public Service and Administration.

6. RESOURCE CONSIDERATIONS

The reconciliation of performance targets and budget is conducted through reports developed and presented at management meetings to ensure alignment of planning to budgeting, spending against planned targets, risk management and continuous monitoring, evaluation and review of all targets for the financial year.

| Description | Actual 2018 | Actual 2019 | Actual 2020 | Budget 2021 | Budget 2022 | Budget 2023 | Budget 2024 |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| TOTAL SALES | 1 432 030 | 1 405 476 | 1 620 996 | 774 842 | 1 338 653 | 1 457 360 | 1 589 582 |
| COST OF SALES | 713 445 | 711 834 | 855 309 | 596 854 | 1 055 290 | 1 122 096 | 1 194 712 |
| GROSS PROFIT | 718 592 | 693 642 | 765 687 | 177 988 | 283 363 | 335 264 | 394 870 |
| GP % | 50.18% | 49.35% | 47.24% | 22.97% | 21.17% | 23.00% | 24.84% |
| OTHER INCOME | 81 846 | 73 307 | 15 588 | 58 092 | 58 501 | 58 276 | 58 062 |
| TOTAL EXPENSES | 208 481 | 241 675 | 284 131 | 319 540 | 341 865 | 389 486 | 444 984 |
| Employee Benefits | 101 350 | 97 726 | 126 706 | 149 141 | 157 778 | 165 671 | 173 127 |
| Administrative Expenditure | 25 039 | 32 619 | 31 819 | 42 079 | 45 184 | 48 611 | 50 799 |
| Production and Stores | 1 207 | 938 | 2 946 | 900 | | | |
| Equipment | 391 | 815 | 1 563 | 2 707 | 1 355 | 1 512 | 1 581 |
| Professional Services | 71 361 | 80 937 | 73 638 | 66 768 | 86 885 | 90 334 | 94 399 |
| Depreciation and Provisions | 13 057 | 11 753 | 42 685 | 44 809 | 37 252 | 69 870 | 110 986 |
| Sundry Expenditure | - 3 924 | 16 887 | 4 774 | 13 137 | 13 410 | 13 487 | 14 094 |
| NET SURPLUS/(LOSS) | 591 957 | 525 274 | 497 144 | -83 461 | -1 | 4 054 | 7 948 |

GPW is mandated to provide security printing and ancillary services to all organs of state in all spheres of government. It was converted to a full government component in 2009 in terms of the Public Service Act (1999), enabling it to operate on sound business principles. The entity fulfils its mandate subject to policies as prescribed by the Minister of Home Affairs. Accordingly, GPW will continue to focus on its Operations and Production objectives, of producing security printed material, inclusive of Identity Documents/smart ID cards and travel documents. GPW will also continue to coordinate and distribute Government Gazettes in facilitating communication by various government institutions by disseminating government information through technology, innovation and service excellence. Over the medium term, the entity will focus on completing its capital works projects, motivating for the newly proposed organisational structure and ensuring that GPW aligns itself with new developments within the printing industry, in the wake of the fourth industrial revolution, thereby moving more towards digital as opposed to litho printing.

The capital works projects include the constructions of GPW Precinct and refurbishment of an existing building. 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 a secured, efficient and high quality business operations. This project will resume in 2021/22 and is expected for completion with an estimated total cost of R1.2 billion over the medium term. Whereas an existing building will be refurbished at a total cost of R49 million over the medium term. The facility will be renovated into a modern building with a pedestrian bridge connecting Visagie factory precinct and administration building across the street. This work will be carried out in the Operations and productions programme which account for R3.2 billion or 67.2 per cent of the entity's budget over the medium term.

Total expenditure is expected to increase at an average annual rate of 23.6 per cent, from R916.5 million in 2020/21 to R1.7 billion in 2023/24. Total revenue is expected to increase from R832.9 million in 2020/21 to R1.9 billion in 2023/24, at an average annual rate of 32 per cent. The entity is set to generate R5.1 billion or 96.6 per cent of its own revenue over the medium term through its business operations.

7. UPDATED KEY RISKS AND MITIGATION PLANS FROM THE STRATEGIC PLAN

| Outcomes | Key risks | Mitigations |
|---|---|---|
| Young people and women equipped with Artisan and other professional skills | Readiness to execute the project, considering limitations of the current facility | Project manage the initiative and define milestones or targets annually. |
| Security printed materials produced | 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 | Conduct research into acquiring own paper mill (vertical integration) and invest in research and development to monitor trends in future trends print requirements 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 |
| Capacity of workforce developed to support service delivery | 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 |
| Effective and efficient internal corporate governance to enable organisational performance | 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. |

| Outcomes | Key risks | Mitigations |
|--|--|---|
| Secured management of GPW operations, facilities, information and people | 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 |

7.1. INTERGRATED MANAGEMENT OF RISK

GPW will implement its risk management, fraud prevention policies and strategies to ensure that risk exposure levels remain within acceptable appetite and tolerance levels. Combined assurance will be put in place through implementation of the combined assurance framework and plan to ensure that strategic, operational and project risks are managed. Fraud and ethics risk register will continue to be monitored to ensure that GPW facilitates business through ethical practices, adhering to the Public Finance Management Act No. 1 of 1999, applicable Treasury Regulations and the approved Public Sector Integrity Management Framework.

The COVID-19 risk register will also be maintained to ensure that the wellbeing of all officials is taken care of, particularly at the workplace whilst ensuring business continuity.

8. PUBLIC ENTITIES

Not applicable.

9. INFRASTRUCTURE PROJECTS

| Project name | Programme | Description | Outputs | Start date | Completion date | Total Estimated Cost | Current Year Expenditure |
|--------------------|---------------------------|---|---|---------------|-----------------|----------------------|---|
| Masterplan Project | Operations and Production | New GPW Precinct (Visagie Street Site building) | Phase Developments of the Visagie Street site | 01 April 2020 | 31-March 2025 | R1 Billion | To be determined during further consultations, based on the approach taken. |

10. PUBLIC-PRIVATE PARTNERSHIPS (PPP'S)

Not applicable



PART D

TECHNICAL INDICATORS AND DESCRIPTIONS

PART D: TECHNICAL INDICATORS AND DESCRIPTIONS

1. Office of the Chief Executive Officer

| 1.1 | |
|--|---|
| Indicator title: | Percentage of security vulnerabilities detected by security assessments mitigated |
| Definition: | Mitigation of security vulnerabilities detected through security assessments. The indicator measures the effectiveness with which security vulnerabilities are detected and mitigated through security assessments conducted. |
| Source/collection of data | GPW monitoring systems |
| Method of calculation | The metric calculates the percentage of mitigating actions divided by total security vulnerabilities identified |
| Means of verification | Quarterly performance Reports and print outs from the GPW monitoring systems |
| Assumptions | All detected ICT security vulnerabilities will be mitigated |
| Disaggregation of beneficiaries | Not applicable |
| Spatial transformation | Not applicable |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| Desired performance | 100% |
| Indicator responsibility | Chief Information Officer |

| 1.2 | |
|--|---|
| Indicator title: | Percentage servers uptime availability |
| Definition: | This metric measures availability of systems at GPW |
| Source/collection of data | Information is collated from the GPW computer monitoring system |
| Method of calculation | The metric calculates the availability of ICT systems during business operating hours |
| Means of verification | Quarterly performance Reports and print outs from the GPW monitoring systems |
| Assumptions | Systems will be kept available at 95.5% |
| Disaggregation of beneficiaries | Not applicable |
| Spatial transformation | Not applicable |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| Desired performance | 95.5% |
| Indicator responsibility | Chief Information Officer |

1.3

| 1.3 | |
|---------------------------------|---|
| Indicator title: | Percentage implementation of the annual internal audit plan |
| Definition: | Percentage of annual audit plan implemented. (Actual completed audits vs. annual planned audits) The indicator measures progress made on implementing the annual Internal Audit Plan. |
| Source/collection of data | Annual audit plan for 2021/22, & Internal audit reports |
| Method of calculation | Completed audits/Planned audits |
| Means of verification | Quarterly Performance Reports and Internal Audit Reports |
| Assumptions | All planed audit projects will be executed |
| Disaggregation of beneficiaries | Not applicable |
| Spatial transformation | Not applicable |
| Calculation type | Cumulative (year-end) |
| Reporting cycle | Quarterly |
| Desired performance | 90% |
| Indicator responsibility | Chief Audit Executive |

2. Branch Operations and Production

| 2.1 | | | | | |
|--|---|-----------------------|-----------------|-----------------------------|------------------------|
| Indicator title: | Percentage of Identity Documents, Travel documents, and Examination papers | | | | |
| 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/handed over to the customer or their representative.</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 | <p>The quality is measured by ratio of the total number of non-compliant items and the total number of items delivered/handed over to the customer or their representative 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> | | | | |
| | Sigma Level | No. of Defects | Defect % | Quality Attainment % | Final Rounded % |
| | 1 Sigma = 690,000 defects per million | 690 000 | 69% | 31% | 31% |
| | 2 Sigma = 308,000 defects per million | 308 000 | 30.8% | 69.2% | 69% |
| | 3 Sigma = 66,800 defects per million | 66 800 | 6.68% | 93.32% | 93% |
| | 4 Sigma = 6,210 defects per million (relatively efficient) | 6 210 | 0.621% | 99.379% | 99% |
| | 5 Sigma = 230 defects per million (world class efficiency) | 233 | 0.023% | 99.977% | 100% |
| | 6 Sigma = 3.4 defects per million (perfection) | 3.4 | 0.00034% | 99.99966% | 100% |
| | <i>The above table is a guide as the entire sigma scale cannot be represented here</i> | | | | |
| Means of verification | Quarterly Performance Reports and applicable portfolio of evidence as per the sigma calculation | | | | |
| Assumptions | All IDs, Passports and examination papers will be printed in line with client specifications | | | | |
| Disaggregation of beneficiaries | Not applicable | | | | |
| Spatial transformation | Not applicable | | | | |
| Calculation type | Cumulative year end | | | | |
| Reporting cycle | Quarterly | | | | |
| Desired performance | 100% for Identity Documents/Cards, Travel documents and Examination Scripts, The desire is to meet or exceed the target. | | | | |
| Indicator responsibility | General Manager: Operations & Production | | | | |

2.2

| 2.2 | |
|--|--|
| Indicator title: | Percentage of Government Gazettes published that conform to client specifications |
| Definition: | Government Gazettes published within specified release dates. The indicator measures the quality and quantity of Government Gazettes published |
| Source/collection of data | Origination Division in Operations and Production. |
| Method of calculation | Addition of all Government Gazettes Published that conform to client specifications |
| Means of verification | Comparisons of the quarterly Performance Reports and applicable portfolio of evidence |
| Assumptions | All Government Gazettes will be published in line with client specifications |
| Disaggregation of beneficiaries | Not applicable |
| Spatial transformation | Not applicable |
| Calculation type | Cumulative year end |
| Reporting cycle | Quarterly |
| Desired performance | 100% |
| Indicator responsibility | General Manager: Operations & Production |

2.3

| 2.3 | | | | | |
|---------------------------------|--|----------------|----------|----------------------|-----------------|
| Indicator title: | Percentage of High Security Certificates delivered that conform to client specifications | | | | |
| Definition: | To indicate performance related to the quality of Security Certificates delivered to the client via dispatching or storage. Quality – Percentage of items returned to the GPW as non-compliant according to specifications after being delivered to the customer. | | | | |
| Source/collection of data | The information gathered from delivery notes from the production centre is compared in relation to reported cases of non-compliance. | | | | |
| Method of calculation | The quality performance calculation is measured by the number of non-compliant items registered in a period relative to the total number of items “reported as finished” by the production division that was handed over for storage and/or subsequent dispatching. Measured monthly, quarterly and annually. Measurement is done according to Six Sigma and statistically scientific principles of defect measurement. | | | | |
| | Sigma Level | No. of Defects | Defect % | Quality Attainment % | Final Rounded % |
| | 1 Sigma = 690,000 defects per million | 690 000 | 69% | 31% | 31% |
| | 2 Sigma = 308,000 defects per million | 308 000 | 30.8% | 69.2% | 69% |
| | 3 Sigma = 66,800 defects per million | 66 800 | 6.68% | 93.32% | 93% |
| | 4 Sigma = 6,210 defects per million (relatively efficient) | 6 210 | 0.621% | 99.379% | 99% |
| | 5 Sigma = 230 defects per million (world class efficiency) | 233 | 0.023% | 99.977% | 100% |
| | 6 Sigma = 3.4 defects per million (perfection) | 3.4 | 0.00034% | 99.99966% | 100% |
| | The above table is a guide as the entire sigma scale cannot be represented here. | | | | |
| Means of verification | Quarterly performance reports and applicable portfolio of evidence as per the sigma calculation. Report as Finished transactions on ERP system and register of complaints are supporting evidence. Total quantities derived from Delivery notes | | | | |
| Assumptions | All high security certificates will be delivered in line with client specifications | | | | |
| Disaggregation of beneficiaries | Not applicable | | | | |
| Spatial transformation | Not applicable | | | | |
| Calculation type | Cumulative year end | | | | |
| Reporting cycle | Quarterly | | | | |
| Desired performance | 99% for High Security Certificates, the desire is to meet or exceed the target. This translates to 3.8-3.9 Sigma. | | | | |
| Indicator responsibility | General Manager: Operations & Production | | | | |

3. Branch Strategic Management

| 3.1 | |
|--|--|
| Indicator title: | Number of Integrated Marketing and Communication Strategy reviewed and Implemented |
| Definition: | Implementation of the approved three year marketing and communication strategy and annual plan. This is used to measure GPW's effectiveness in expanding its client reach and enhancing internal communication. |
| Source/collection of data | Quarterly Performance Reports with Portfolio of evidence |
| Method of calculation | Documents reviewed and developed for quarter 1 and quarter 2. For quarter 3 and quarter 4 addition of all milestones/key performance areas executed in line with the approved Integrated Marketing and Communication Strategy and Plan |
| Means of verification | Applicable POE |
| Assumptions | The strategy will be reviewed and phase 1 implemented |
| Disaggregation of beneficiaries | Not applicable |
| Spatial transformation | Not applicable |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| Desired performance | Integrated Marketing and Communication Strategy and Plan reviewed and implemented in all quarters |
| Indicator responsibility | General Manager: Strategic Management |

| 3.2 | |
|--|---|
| Indicator title: | Number of follow up engagements conducted with potential customers in the SADC region |
| Definition: | Follow up Number of potential customers in the SADC region engaged by GPW to market itself as a printer of choice. The indicator measures GPW's effectiveness in engaging with countries in the SADC region. The importance of this indicator is to monitor GPW's expansion and establishment of its footprint into the African market. |
| Source/collection of data | Quarterly Performance Reports with Portfolio of Evidence |
| Method of calculation | Addition of potential customers in the SADC countries that were engaged during the reporting period |
| Means of verification | Comparisons of the Quarterly Performance Reports with applicable Portfolio of evidence |
| Assumptions | All planned customers will be engaged |
| Disaggregation of beneficiaries | Not applicable |
| Spatial transformation | Not applicable |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| Desired performance | 8 potential customers in the SADC region engaged |
| Indicator responsibility | General Manager: Strategic Management |

3.3

| 3.3 | |
|--|--|
| Indicator title: | Percentage implementation of the Business Continuity Management activities |
| Definition: | Implementation of Business Continuity Management according to activities/phases outlined in the Risk and Compliance Management Implementation 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 | Addition of all activities that were set for implementation on a quarterly basis |
| Means of verification | All sources of data versus Portfolio of Evidence |
| Assumptions | All BCM activities will be executed to ensure implementation. This in turn will heighten the BCM maturity level within GPW |
| 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 |

3.4

| 3.4 | |
|--|---|
| Indicator title: | Number of the reviewed security models 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 | 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 |

4. Branch Financial Services

| 4.1 | |
|---------------------------------|---|
| Indicator title: | Audit Outcome |
| Definition: | Audit outcome post the GPW's audit by the Auditor General. The indicator measures a fair presentation of GPW Annual Financial Statements. This in turn eliminates non-compliance and audit findings |
| Source/collection of data | Auditor-General's Audit Report |
| Method of calculation | Outcome of the AG's report |
| Means of verification | Auditor-General's Audit Report/Management letter |
| Assumptions | Implementation of compliance and risk, internal audit and the management of the audit matrix will assist the organisation to improve governance and the internal control environment, which will in turn lead to a clean audit opinion. |
| Disaggregation of beneficiaries | Not applicable |
| Spatial transformation | Not applicable |
| Calculation type | Non-cumulative |
| Reporting cycle | Annually |
| Desired performance | Unqualified Audit |
| Indicator responsibility | General Manager: Financial Services |

| 4.2 | |
|---------------------------------|--|
| Indicator title: | Positive working capital ratio |
| Definition: | The working capital ratio indicates whether an organisation's has enough short term assets to cover its short term debt. The indicator measures the organisation's efficiency and its short-term financial health. |
| Source/collection of data | Monthly financial management reports and the Annual Financial Statements. |
| Method of calculation | Current Assets / Current Liabilities |
| Means of verification | Comparison of quarterly performance reports with monthly financial management reports (and the Annual Financial Statements at financial year end). |
| Assumptions | None |
| Disaggregation of beneficiaries | Not applicable |
| Spatial transformation | Not applicable |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| Desired performance | 3 |
| Indicator responsibility | General Manager: Financial Services |

4.3

| Indicator title: | Percentage of Net Profit Margin |
|--|--|
| Short definition: | Net profit margin is the ratio of net profits to revenues. It is essential that the GPW remains self-sufficient by ensuring it continues to make profit. |
| Source/collection of data | Monthly: Financial management report |
| Method of calculation | Net Surplus / Revenue |
| Means of verification | Comparison of Quarterly Performance reports and financial management reports |
| Assumptions | None |
| Disaggregation of beneficiaries | Not applicable |
| Spatial transformation | Not applicable |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly: Financial Statements |
| Desired performance | 10% |
| Indicator responsibility | General Manager: Financial Services |

4.4

| Indicator title: | Annual Financial Statements (AFS) submitted to the National Treasury by 31 May each year |
|--|--|
| Definition: | Compilation and submission of the In-year Monitoring Reports and Annual Financial Statements to National Treasury (NT) and Auditor-General as well as the publication of the AFS in the Annual Report. Three In-year monitoring reports submitted to the National Treasury on due date as determined by National Treasury. |
| Source/collection of data | In-year Monitoring Reports – Q1 in July, Q2 in October and Q3 in January Final Financial Report - May |
| Method of calculation | Due dates determined by National Treasury and compiled according to National Treasury prescripts (AFS guidelines and template) |
| Means of verification | Primary and secondary Financial Statements together with Notes to the Financial Statements are verified against the Trial Balance, inputs and relevant supporting documents To verify the accuracy of the Trial balance, exceptions on IYM report and AFS templates are checked and cleared to ensure that the Statement of Financial Position balances |
| Assumptions | The accounting month is timely and accurately closed Required inputs for preparation of IYM report and AFS are timely and accurately received from stakeholders The IYM report and AFS templates provided by National Treasury are accurate and free of errors |
| Disaggregation of beneficiaries | Not applicable |
| Spatial transformation | Not applicable |
| Calculation type | Cumulative – due to NT introducing new reporting requirements both quarterly and annually. |
| Reporting cycle | Quarterly and Annually as prescribed by NT. |
| Desired performance | Must be performed / achieved according to dates prescribed by National Treasury Achieve unqualified audit |
| Indicator responsibility | General Manager: Financial Services |

5. Branch Human Resources

| 5.1 | |
|---------------------------------------|---|
| Indicator Title | Number of young people and women taken through the artisan and graduate programmes |
| Definition | Number of young people and women recruited by GPW to be placed on artisan and graduate programmes |
| Source/collection of data | Human Resources recruitment records |
| Method of calculation/ Assessments | Addition of all women and people under the age of 35 taken through the artisan and graduate programmes in the reporting period. |
| Means of verification | Portfolio of Evidence: Number of young people and women recruited for Artisan and graduate programmes between 2020 and 2025 |
| Assumptions | Targeted number of young people and women will be recruited |
| Disaggregation of beneficiaries | Not Applicable |
| Spatial transformation | Not Applicable |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| Desired performance | 20 people taken through the artisan programme |
| Indicator responsibility | General Manager: Human Resources |

| 5.2 | |
|---------------------------------------|--|
| Indicator Title | Percentage of the workforce trained in accordance with 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 | Training interventions executed/ the total number of training intervention identified as priority as per the WSP in the reporting period |
| Means of verification | Portfolio of Evidence: Attendance registers |
| Assumptions | Targeted number of workforce will be trained |
| Disaggregation of beneficiaries | Not Applicable |
| Spatial transformation | Not Applicable |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| Desired performance | 50% |
| Indicator responsibility | General Manager: Human Resources |





ANNEXURE TO THE GPW STRATEGIC PLAN

2020-2025

ANNEXURE TO THE GPW STRATEGIC PLAN 2020-2025

INTRODUCTION

The following sections have been adapted in the APP 2021/22 and have a direct bearing on the Strategic Plan 2020-2025. Specific sections as covered below will be read with the Strategic Plan to ensure a seamless flow and interlinkages with the APP. One performance indicator has been removed in the APP 2021/22 and similarly, ceases to form part of the Strategic Plan 2020-2025.

There has been an update with regard to section 3 of the Strategic Plan concerning Institutional Policies and Strategies over the five-year planning period. The Strategic Plan previously highlighted outcomes of the previous MTSF period with an objective to provide linkages to the NDP, vision 2030. The Department of Planning, Monitoring and Evaluation however recommended that focus be given only to the new MTSF priorities. The section is highlighted below and complemented by the relevant table:

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD¹

GPW contributes towards achievement of the objectives of the National Development Plan (NDP, Vision 2030).

GPW aligns its work to the Medium Term Strategic Framework priorities, as follows:

- 1. Building a capable, ethical and developmental State**
- 2. Economic transformation and job creation**
3. Education, skills and health
4. Consolidating the social wage through reliable and quality basic services
5. Spatial integration, human settlements and local government
- 6. Social cohesion and safe communities**
- 7. A better Africa and world**

¹ Heading numbering retained in line with the Strategic Plan

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

| MTSF priority | GPW's contribution | MTSF commitment |
|---|---|--|
| Social cohesion and safe communities | 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 |
| A better Africa and world | Refreshment of the South African Passport 2020 series | 100% passports produced according to client's quality and quantity specifications |
| Economic transformation and job creation | Recruitment of unemployed youth, women and people with disabilities | 100 young people and women taken through Artisan and Graduate programme(s) |
| Building a capable, ethical and developmental State | 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 |
| | | ICT system agility and resilience |

PART C: MEASURING OUR PERFORMANCE

It is important to note that the Strategic Plan had an outcome indicator that referred to Progress completion of the Masterplan. The indicator has been removed from the APP and will be managed as a capital expenditure project. As a result, the indicator does not form part of Institutional Performance Information.

The numbering of MTSF priorities has been aligned accordingly to ensure that they tally with the MTSF document, while directly linking with GPW's performance indicators. It is also important to note that various outcomes that talk to the same MTSF priority, in particular Priority 1, which is Building a capable, ethical and developmental State, have been grouped together with a single impact statement.

The tables are outlined below.

8. INSTITUTIONAL PERFORMANCE INFORMATION²

8.1 IMPACT MEASUREMENT

| 1 | | | |
|-------------------------------------|---|---|---|
| Impact statement | Security printed material produced (ID Smart Cards) for citizen identification and to reduce levels of identity fraud | | |
| MTSF Priority 6 | 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

Approved methods 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 | | | |
|-------------------------------------|--|---|---|
| Impact statement | Security printed material produced (Passports) for citizen and foreign nationals identification and to reduce levels of identity fraud | | |
| 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

Approved methods 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.

² Heading numbering retained in line with the Strategic Plan

| 3 | | | |
|--|---|---|--|
| Impact statement | Young people and women equipped with artisan and other professional skills that will create more chances to their employability | | |
| MTSF Priority 2 | Economic transformation and job creation | | |
| Outcome | Outcome Indicator | Baseline | Five year Target |
| Young people and women equipped with Artisan and other professional skills | 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.

| 4 | | | |
|---|--|---|--|
| Impact statement | A functional and capable governance system with effective internal controls to ensure operational efficiency | | |
| MTSF Priority 1 | Building a capable, ethical and developmental State | | |
| Outcome | Outcome Indicator | Baseline | Five year Target |
| Capacity of workforce developed to support service delivery | 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. |
| Quality financial and supply chain management services compliant with legislation and policies | 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 |
| Independent assurance provided to enhance effective and efficient internal corporate governance | Percentage implementation of the approved Internal Audit plan | 100% implementation of the approved Internal Audit plan | |
| 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 Risk and Compliance Management Implementation Plan by 2025 |

| MTSF Priority 1 | Building a capable, ethical and developmental State | | |
|--|---|---|--|
| Outcome | Outcome Indicator | Baseline | Five year Target |
| Secured management of GPW operations, facilities, information and people | Security model implemented addressing activities as outlined in the security plan | Outsourced/ private security service provider | Security model fully rolled out as per the Security Plan by 2025 |
| Secured and protected ICT environment | Percentage of security vulnerabilities detected by security assessments mitigated | 99.67% security vulnerabilities detected by security assessments mitigated (2018/19) | ICT system agility and resilience |

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. Training interventions will be put in place to improve skills on the areas of artisan and technicians, supervisory and management, including the youth development that will be recruited during the period.

Good corporate governance will be fostered in order to revert GPW to favourable audit outcomes. 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.

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 Risk and Compliance Management Implementation Plan as activities for the year and a project management approach will be employed to ensure timeous and quality delivery of the outcome indicators.

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.

8.1 KEY RISKS

| Outcomes | Key risks | Mitigations |
|--|---|---|
| Security printed material produced | 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 | Conduct research into acquiring own paper mill (vertical integration) and invest in research and development to monitor trends in future trends print requirements 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 |
| Young people and women equipped with Artisan and other professional skills | Readiness to execute the project, considering limitations of the current facility | Project manage the initiative and define milestones or targets annually. |
| Capacity of workforce developed to support service delivery | 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 |
| Effective and efficient internal corporate governance | 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. |
| Secured management of GPW operations, facilities, information and people | 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 |

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

| 1 | | | | |
|------------------------------------|---|----------------|----------|----------------------|
| Indicator Title | Percentage of Identity Documents/ cards and travel documents distributed that conform to client quality and quantity specifications | | | |
| Definition | To indicate performance related to the quality of Identity Documents/Cards, Travel documents, Examination Scripts and High Security Certificates delivered. Quality – Percentage of items returned to the GPW as non-compliant according to specifications after being delivered to the customer. | | | |
| 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 | 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. 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. | | | |
| | Sigma Level | No. of Defects | Defect % | Quality Attainment % |
| | 1 Sigma = 690,000 defects per million | 690 000 | 69% | 31% |
| | 2 Sigma = 308,000 defects per million | 308 000 | 30.8% | 69.2% |
| | 3 Sigma = 66,800 defects per million | 66 800 | 6.68% | 93.32% |
| | 4 Sigma = 6,210 defects per million (relatively efficient) | 6 210 | 0.621% | 99.379% |
| | 5 Sigma = 230 defects per million (world class efficiency) | 230 | 0.023% | 99.977% |
| | 6 Sigma = 3.4 defects per million (perfection) | 3.4 | 0.00034% | 99.99966% |
| Means of verification | Verification of information gathered from Shop floor and Dispatch records in relation to officially reported cases of non-compliance | | | |
| Assumptions | IDs, Passports printed in line with client specifications | | | |
| 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 | | | |

2

| 2 | |
|---------------------------------------|--|
| 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: Number of young people and women recruited for Artisan and graduate programmes between 2020 and 2025 |
| Assumptions | None |
| Disaggregation of beneficiaries | Women and young people |
| 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 |

3

| 3 | |
|---------------------------------------|--|
| 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 | Training interventions executed/ the total number of training intervention identified as priority as per the WSP in the reporting period |
| Means of verification | Portfolio of Evidence: Attendance registers |
| Assumptions | The Workplace Skills Plan will be approved in line with applicable DPSA timeframes and budget put in place for training and development |
| 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 Resources |

4

| Indicator Title | Audit Outcome |
|---|--|
| 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 frameworks. |
| Source/collection of data | Auditor-General's Report |
| Method of calculation/ Assessments | Outcome of the AG's report |
| Means of verification | Tabled Annual Report |
| Assumptions | Implementation of compliance and risk, internal audit and the management of the audit matrix would assist the organisation to improve governance and the internal control environment, which will in turn lead to a clean audit opinion. |
| Disaggregation of beneficiaries | Not applicable |
| Spatial transformation | Not applicable |
| Calculation type | Non-cumulative |
| Reporting cycle | Annually |
| Desired performance | Unqualified audit opinion |
| Indicator responsibility | General Manager Financial Services |

5

| Indicator title: | Percentage implementation of the annual internal audit plan |
|--|---|
| Definition | Percentage of annual audit plan implemented. (Actual completed audits vs. annual planned audits) The indicator measures progress made on implementing the annual Internal Audit Plan. |
| Source/collection of data | Annual audit plan for 2021/22, & Internal audit reports |
| Method of calculation | Completed audits/Planned audits |
| Means of verification | Quarterly Performance Reports and Internal Audit Reports |
| Assumptions | None |
| Disaggregation of beneficiaries | Not applicable |
| Spatial transformation | Not applicable |
| Calculation type | Cumulative (year-end) |
| Reporting cycle | Quarterly |
| Desired performance | 90% |
| Indicator responsibility | Chief Audit Executive |

| 6 | |
|---|--|
| Indicator Title | Percentage implementation of the Business Continuity Management activities |
| Definition | Implementation of Business Continuity Management according to activities/phases outlined in the Risk and Compliance Management Implementation 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 | All BCM activities will be executed to ensure implementation. This in turn will heighten the BCM maturity level within GPW |
| Disaggregation of beneficiaries | Not Applicable |
| Spatial transformation | Not Applicable |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| Desired performance | 100% implementation of Business Continuity Management Identified outputs |
| Indicator responsibility | General Manager: Human Resources |

| 7 | |
|---|---|
| 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 the approved GPW security model implemented |
| Indicator responsibility | General Manager: Strategic Management |

8

| 8 | |
|--|---|
| Indicator title: | Percentage of security vulnerabilities detected by security assessments mitigated |
| Definition | Mitigation of security vulnerabilities detected through security assessments. The indicator measures the effectiveness with which security vulnerabilities are detected and mitigated through security assessments conducted. |
| Source/collection of data | GPW monitoring systems |
| Method of calculation | The metric calculates the percentage of mitigating actions divided by total security vulnerabilities identified |
| Means of verification | Quarterly performance Reports and print outs from the GPW monitoring systems |
| Assumptions | All detected ICT security vulnerabilities will be mitigated |
| Disaggregation of beneficiaries | Not applicable |
| Spatial transformation | Not applicable |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| Desired performance | 100% |
| Indicator responsibility | Chief Information Officer |

NOTES

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