



2021/22

ANNUAL PERFORMANCE PLAN





Honourable Thabo Mokone
Member of the Executive Council

Executive Authority Statement

The Annual Performance Plan (APP) 2021/22 is a reflection of the Limpopo Gambling Board's and (LGB) shared and compelling strategic objectives as enshrined in the Limpopo Gambling Act No. 3 of 2013. In terms of the Public Finance Management Act of 1999, the LGB is categorised as a Schedule 3C Public Entity whose mandate is to regulate, license, and monitor the gambling industry while ensuring compliance with the law, to ensure the implementation of the priorities National Development Plan (NDP) Vision 2030.

The APP for 2021/22 is prepared in line with the Entity's Strategic Plan, Medium-Term Strategic Framework, and the Limpopo Development Plan. The most notable event or situation was the environment in which the preparation of this APP took place, which is the COVID-19 era, which has negatively affected our planning for the year under review. The COVID-19 pandemic has affected the Entity on various fronts and most notably, the mandate to generate revenue, as well as monitoring and coordinating the gambling activities in the Province, such as illegal gambling activities and creating awareness for responsible gambling to our punters.

However, the Entity has committed itself to implementing the priorities set out in this plan, taking into account the negative effect of the Corona Virus outbreak, which has since consistently interfered in the government's plans and work and the gambling industry was not an exception. As a shareholder to the Entity, we will continue to provide continuous oversight and unlimited support to ensure that the plans outlined in this document are realised.

The 2021/22 APP centrepiece will be on effective governance; maintenance of strict gambling industry in the Province through compliance with the law; coordinated programmes and programmes with licensees and other partners through stakeholder management; and eradication of illegal gambling activities to ensure that at the end the industry contributes meaningfully to the socio-economic development and creates employment in the Province.

Therefore, it is my singular honour to submit the 2021/22 APP which tabulates strategic intentions, specific interventions, and progress measures for further consideration by other oversight bodies and subsequently for approval.

A handwritten signature in black ink, appearing to read 'Thabo Mokone', written over a horizontal line.

Honourable Thabo Mokone

Member of the Executive Council for Economic Development, Environment and Tourism



Mr M.G. Makoko
Accounting Officer Limpopo Gambling Board

Accounting Officer Statement

The Limpopo Gambling Board was established in terms of the Limpopo Gambling Act, No. 4 of 1996 and was retained in terms of the Limpopo Gambling Act No 3 of 2013.

The Entity is contributing towards the priorities as set in the MTSF and Limpopo Development Plan.

The targets as set in the initial Strategic Plan were reviewed due to MTEF budget reduction and impact of Covid-19 within the gambling industry. The gambling industry was closed for 5 months due to lockdown. This impacted on the revenue streams and jobs in the industry. The Entity had to review the targets that were set during 2020/21 as there was no longer a budget allocated for those targets, and less revenue was received during lockdown as only online sport-betting was able to generate revenue. Relief measures were approved for the industry to recover. The plan for 2021/22 is therefore prepared under these circumstances of the negative impact of Covid-19 in the gambling industry. The negative impact might even continue during 2021/22.

The preparation of the Annual Performance Plan was developed in line with the 2020-2025 Strategic Plan and in consultation with stakeholders within the gambling industry.

The Entity will focus on the following during 2021/22:

- Sustain good governance by maintaining unqualified audit opinion through the improvement of the internal processes, systems, and policies.
- Maintain effective performance Management systems and improve organisational performance by implementing productivity enhancement initiatives.
- Consider and approve additional applications for Limited Payout Machines licenses to contribute towards economic growth and job creation.
- Monitor and audit the operations of the gambling licensees to enhance regulatory compliance.
- Foster good stakeholder relations to enhance transparency and accountability.
- Promote responsible gambling programmes in collaboration with other stakeholders to address the harm that might be caused by gambling.
- Combat illegal gambling by creating awareness in collaboration with the law enforcement agencies.

A handwritten signature in black ink, appearing to read 'Makoko', written over a horizontal line.

Mr. M.G. Makoko

Accounting Officer: Limpopo Gambling Board

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of the Limpopo Gambling Board under the guidance of the Honourable Mr. T.A. Mokone.
- Takes into account all the relevant policies, legislation, and other mandates for which the Limpopo Gambling Board is responsible.
- Accurately reflects the Outcomes and Outputs which the Limpopo Gambling Board will endeavour to achieve over the 2021/22 period.



Mr. L.K. Mathavhane
Programme 3: Compliance



Dr. M.P. Masogo
Programme 4: Law
Enforcement



Ms. M. Molepo
Acting Chief Financial Officer /
Responsible for Planning



Mr. M.G. Makoko
Chief Executive Officer



Mr. M.E. Tjiane
Chairperson



Mr. T.A. Mokone
Executive Authority: Department of
Economic Development, Environment
and Tourism

List of Abbreviations/Acronyms

AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
BBBEE	Broad-Based Black Economic Empowerment
CA (SA)	Chartered Accountant South Africa
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COVID-19	Corona Virus Disease of 2019
CSI	Corporate Social Investment
DTIC	Department of Trade, Industry, and Competition
ENTITY	Limpopo Gambling Board
GGR	Gross Gaming Revenue
HR	Human Resources Management
IA	Internal Audit
LEDET	Limpopo Department of Economic Development, Environment and Tourism
LGB	Limpopo Gambling Board
LPM	Limited Payout Machines
MCS	Monitoring and Control Systems
MEC	Member of Executive Council
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NGB	National Gambling Board
NPA	National Prosecuting Authority
PDI	Previously Disadvantaged Individuals
PFMA	Public Finance Management Act
RA	Registered Auditor
RSA	Republic of South Africa
SAPS	South African Police Service
SAQA	South African Qualifications Authority
SARS	South African Revenue Service
SCM	Supply Chain Management
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprises
TR	Treasury Regulations

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PART A

OUR MANDATE

PART A: OUR MANDATE

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

In terms of Part A of Schedule 4 of the Constitution of the Republic of South Africa, Act No. 108 of 1996, casinos, racing, gambling and wagering are matters of concurrent National and Provincial Legislative competence.

2. LEGISLATIVE AND POLICY MANDATES

PUBLIC FINANCE MANAGEMENT ACT, NO. 1 OF 1999

The Public Finance Management Act is utilised to regulate the Management of finances.

In terms of the Public Finance Management Act, No.1 of 1999, the Limpopo Gambling Board is classified as a Schedule 3C Public Entity.

LIMPOPO GAMBLING ACT, NO. 3 OF 2013

The Limpopo Gambling Board was established in terms of the Limpopo Gambling Act, No. 4 of 1996 and was retained in terms of the Limpopo Gambling Act No 3 of 2013.

The Limpopo Gambling Act, No. 3 of 2013 came into operation on 1 September 2014 and it consequently repealed the Limpopo Gambling Act, No. 4 of 1996. The Act empowers the MEC to establish and appoint the Board to manage the affairs of the Entity. The objectives of the Entity are to licence, regulate and monitor gambling activities in the Province.

NATIONAL GAMBLING ACT, ACT NO.7 OF 2004

The Entity must comply with national norms and standards during the licensing process. The National Gambling Act empowers the Minister to prescribe the maximum number of casino Licences that may be granted in the Republic and in each Province.

THE CRIMINAL PROCEDURE ACT, NO 51 OF 1977

The Law Enforcement Inspectors of the Entity are declared as Peace Officers in terms of Section 334 and are conferred with the powers in terms of chapter 2 of the abovementioned Act.

OTHER RELEVANT LEGISLATION USED TO REGULATE GAMBLING

- National Lotteries Act, No. 57 of 1997 (relevant in terms of inter-governmental co-operation and illegal gambling criminal charges);
- Prevention of Organised Crime Act, No. 121 of 1998 (relevant in terms of illegal gambling

activities and for the forfeiture of assets used in commission of offences);

- Prevention and Combating of Fraud and Corruption Act, No. 12 of 2004 (relevant in terms of preventing corrupt activities and fraud within the gambling industry);
- Financial Intelligence Centre Act, No. 38 of 2001 (relevant in terms of the LGB being appointed as a supervisory body to monitor the implementation of the FICA by its licensed entities); and
- Broad-Based Black Economic Empowerment Act, No. 53 of 2003 (Section 10 of the Act requires the Entity to consider BBBEE requirements in executing its functions).

3. INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD

a) National Development Plan (NDP) Vision 2030

The NDP is an overarching long-term National plan for South Africa. The main thrust of the NDP is to transform and grow the economy, eliminate poverty and reduce unemployment and inequality by 2030. The NDP further aims to build a capable, ethical and developmental state. LGB, as one of the government entities in Limpopo, is expected to implement the NDP's objectives. The NDP Five-Year Implementation Plan is a medium-term plan guiding the attainment of the NDP priorities and it encapsulates the seven priorities for the current 6th administration for implementation.

b) Limpopo Development Plan (LDP), as being revised

The LDP is an overarching five-year plan for Limpopo Province, which is aligned to the NDP in terms of key focus areas. The main thrust of the LDP is industrialisation, inclusive economic growth, and job creation with trickle effects on poverty, unemployment and inequality. However, it is worth noting that the Office of the Premier is currently reviewing the LDP.

c) Limpopo Green Economy Plan

The Green Economy Plan views green economy as a sustainable development path based on addressing the interdependence between economic growth, social protection and the natural ecosystem.

The Entity will develop and implement a policy and a plan, which will be monitored by the office of the CEO.

d) Medium-Term Strategic Framework (MTSF) 2019-2024

The MTSF is the governments' monitoring framework for the NDP Five-Year Implementation Plan for the current 6th government administration. The MTSF reflects the commitments of the ruling political party, which is currently the African National Congress (ANC), the commitments drawn from the NDP and other policy pronouncements of government, such as the State of the Nation Address

& the State of the Province Address. The MTSF sets out the tone for the implementation of seven key focus areas of this government as outlined through the State of the Nation Address in February 2019. In other words, the MTSF reflects how government will measure its performance against the commitments made in all policy documents including the election manifesto of the ruling party. Based on these policy commitments, LGB, working together with LEDET, is expected to contribute to implementing the following priority areas at Provincial level:

- **Priority 1:** Capable, Ethical and Developmental State,
- **Priority 2:** Economic Transformation and Job Creation,
- **Priority 6:** Social Cohesion and Safe Communities, and
- **Priority 7:** A better Africa and World.

e) **The following policy mandates are key to the Entity in its endeavour to achieve its legislative mandates;**

Responsible gambling STRATEGY

The South African Responsible Gambling Foundation in partnership with the Limpopo Gambling Board addresses 'problem gambling' by conducting various activities; being research and monitoring, public education and awareness, training, treatment and counselling.

Limpopo Gambling Regulations, september 1997

The Limpopo Gambling Regulations were promulgated in terms of the Limpopo Gambling Act No. 4 of 1996 to provide for the regulation of the various forms of gambling in the Province. New Regulations in terms of the Limpopo Gambling Act No. 3 of 2013 are in the process of being drafted by LEDET.

4. UPDATES TO RELEVANT COURT RULINGS

None



PART B

OUR STRATEGIC FOCUS

PART B: OUR STRATEGIC FOCUS

1. UPDATED SITUATIONAL ANALYSIS

Global Gambling Outlook

The LGB is part of the International community of Gambling Regulators, to this end the LGB is a member of the International Association of Gambling Regulators (IAGR). According to the Chairperson of IAGR, the Association is a tremendous mechanism that influences public policy thinking and regulatory approaches around the world. At the same time, the association also explores issues of leadership in the gambling industry that involve a greater public policy advocacy role, establishing international best practice standards and advancing common standards and practices towards greater harmonisation, accreditation for regulatory professionals, evaluations and education delivery.

Current global issues, which will influence the outlook of gambling in the next five years, include the opening of sports betting in the United States of America, the shift to online gambling as fuelled by the COVID-19 pandemic, and the role played by technological advancements in the process towards gambling regulation. Rapid technological advancement facilitate innovation and introduce new products that disrupt the gambling industry. This is more evident with the advent of the Fourth Industrial Revolution technologies in the regulatory and consumer protection space, which will influence potential applications to enhance public policy and regulatory outcomes.

The Fourth Industrial Revolution will enable gambling operators to provide highly personalised marketing and inducements to encourage more frequent or continued participation in gambling activity, thus requiring Regulators and Gambling Operators to put more measures in place to ensure consumer protection from 'problem gambling'.

Various researches and reviews show that the most pressing challenges for Regulators are regulatory developments in other jurisdictions, cross-border marketing of online gambling, betting on e-sports, social gaming and gambling with cryptocurrencies. On the other hand, the top five areas of concern regarding gambling-related crime are illegal gambling, money laundering, cheating, match-fixing or sport-fixing and underage gambling.

By 2019, the global gambling market is expected to reach revenues of over R525 billion by 2023, growing at a compound annual growth rate of approximately 4% during 2017-2023; however, this will almost certainly not be the case considering the advent Covid-19 and its effects as of early 2019.

The increase in ownership of smartphones, exponential proliferation of mobile gambling applications, per capita income, high adoption, growing interest, and the rising number of dual-income households

will augment the transformation of the global market. At the same time, the global gambling market is also driven by increasing penetration of online gaming and betting across the North American and European regions. The demand for online games and increasing penetration of mobile applications across jurisdictions will help attract new players in this market until 2025.

The exponential popularity and rising number of live casinos will help in the development of the global gambling market during the forecast period. The increase in e-sport competitions in the form of video gaming, pro-gaming, or professional video gaming is driving the growth of the global gambling market.

These events are often broadcast live worldwide via streaming platforms, such as YouTube and Twitter. The online gambling industry has utilised the opportunity to use digital currency and gambling on block chain-based platforms to ensure that a higher number of consumers use these modes of payment in the global market. The increasing number of cryptocurrency transactions will augment the development of the global gambling market.

The gambling market has set a new trend of game content through socialisation and mobilisation. Players use social networks and mobile gadgets to play, which helps in cash-less transactions. This has boosted the interaction and communication among people through social games. Additionally, new regulatory acts adopted by many Countries paved favourable conditions for the growth of the gambling market, for example, 'free-to-play' format games draw more people to join the online gambling industry.

Western Europe was the largest region in the global gambling market, accounting for 38% of the market in 2018. North America was the second largest region, accounting for 22% of the global gambling market. The Middle East was the smallest region in the global gambling market.

Local PErspective

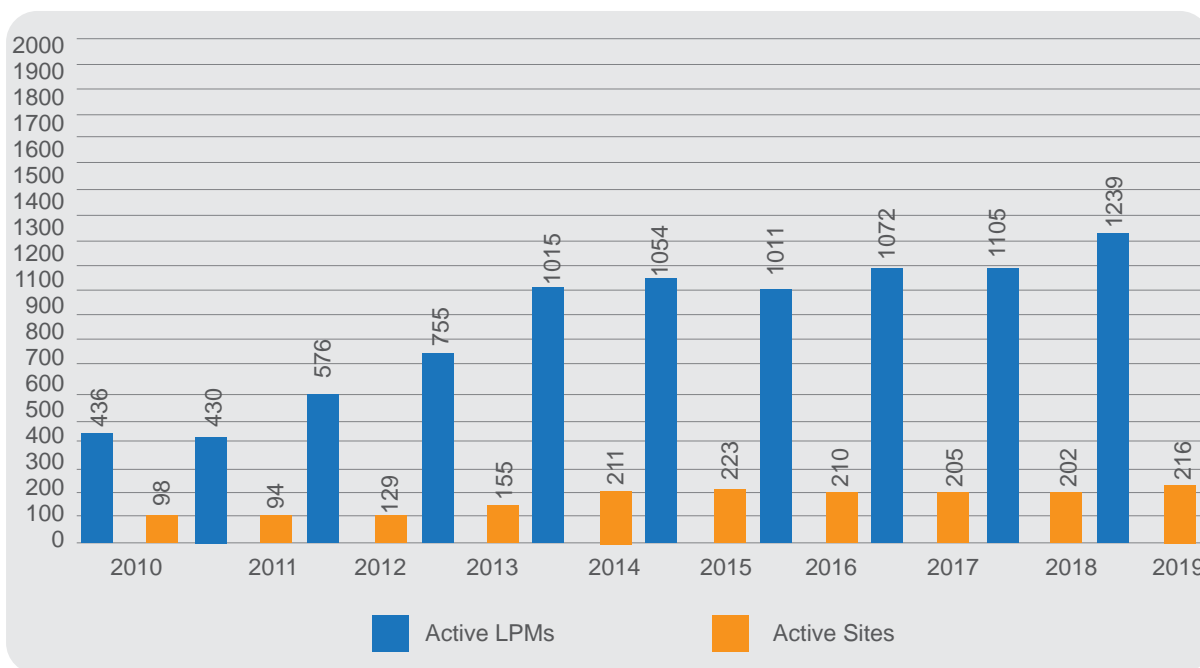
The LGB licensed five Bingo Operators and seven Bingo Sites to operate in Lephalale, Bela-Bela, Senwabarwana, Musina, Tzaneen, Phalaborwa and Groblersdal. Collectively they are licensed to operate a minimum of 851 Bingo seats and a Maximum of 2 800 Bingo seats. Some of the catchment areas for the Bingo sites have thus far proved not viable for Bingo sites, and as a result the Bingo sites in Groblersdal and Bela-Bela did not perform as expected by the end of 2019/20. This was further exacerbated by the State of National Disaster and the National Lockdown.

The third Casino Licence issued in December 2010, to Peermont Global Tubatse (Pty) Ltd trading as Thaba Moshate Hotel Casino and Convention Centre, started operating on 01 April 2015, bringing the number of licensed casinos to three. The facility also offers a hotel, restaurant, bar, child-minding facility, a beauty spa and conferencing facilities.

The number of operational Bookmakers has grown substantially to 57 in the past five years, based on Bookmaker Licences issued in 2012 and 2013. At the same time, the number of operational Totalizator Sites has grown to 27 Totalizator Sites. The levies revenue generated for LGB, by Bookmakers and Totalizators, has also grown substantially in the past five years.

The prominent rise of illegal online gambling facilities in Limpopo poses a threat to Licensed gambling entities, as they contribute to the reduction of revenue generated by Licensed entities and in some cases closure of the Licensed sites, due to declining revenues.

There are 1 365 LPMs licensed in Limpopo in the first phase of licensing 1 500 LPMs. The number of active LPMs and LPM Sites has grown over the past 10 years as depicted below:

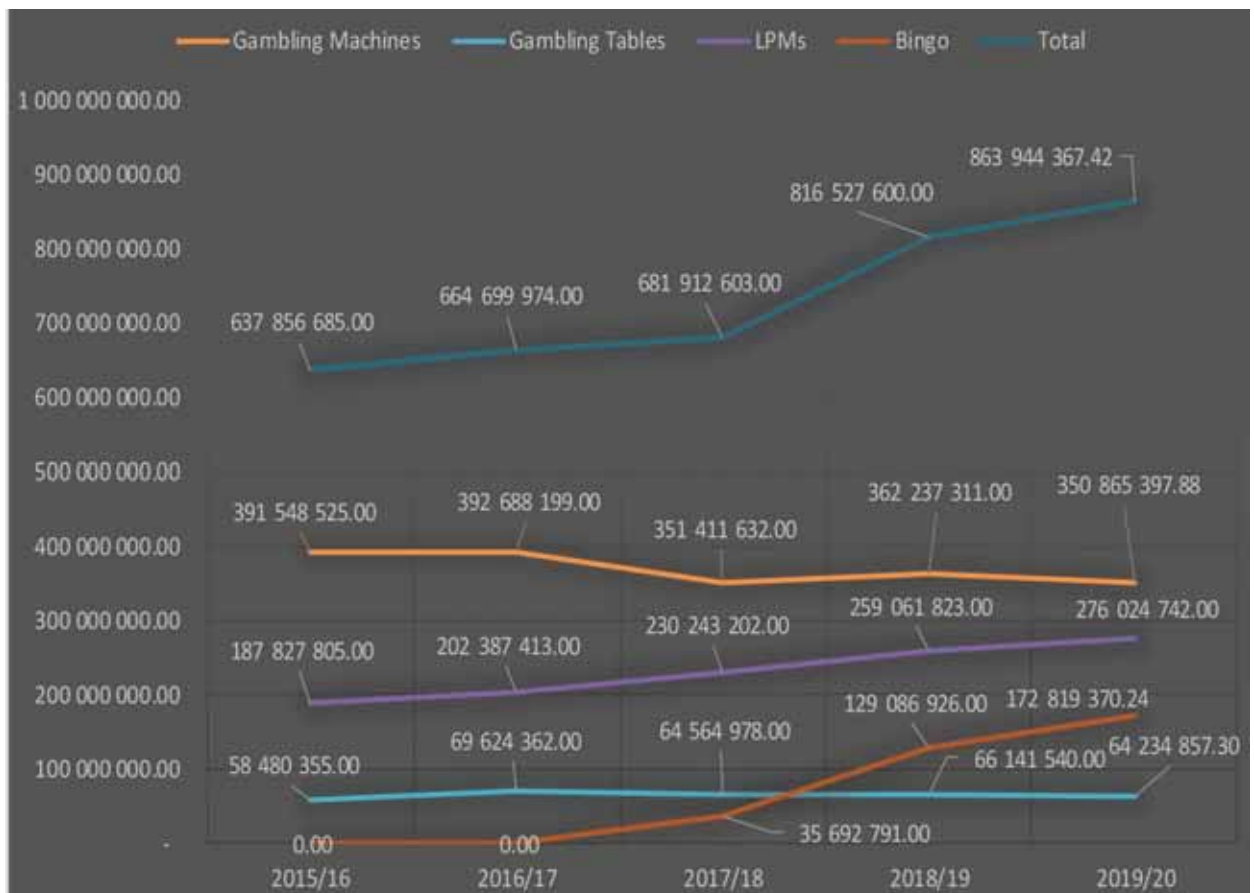


Source: National Gambling Board

Overall, 84% of the first phase LPM allocation had been rolled out by the end of the second quarter of 2019/20 and this constitutes 42% of the total LPM allocation for Limpopo.

The split of Gross Gambling Revenue and Levies between gambling slot machines, Gambling Tables, Bingo, and Limited Payout Machines since 2015/16 was as follows:

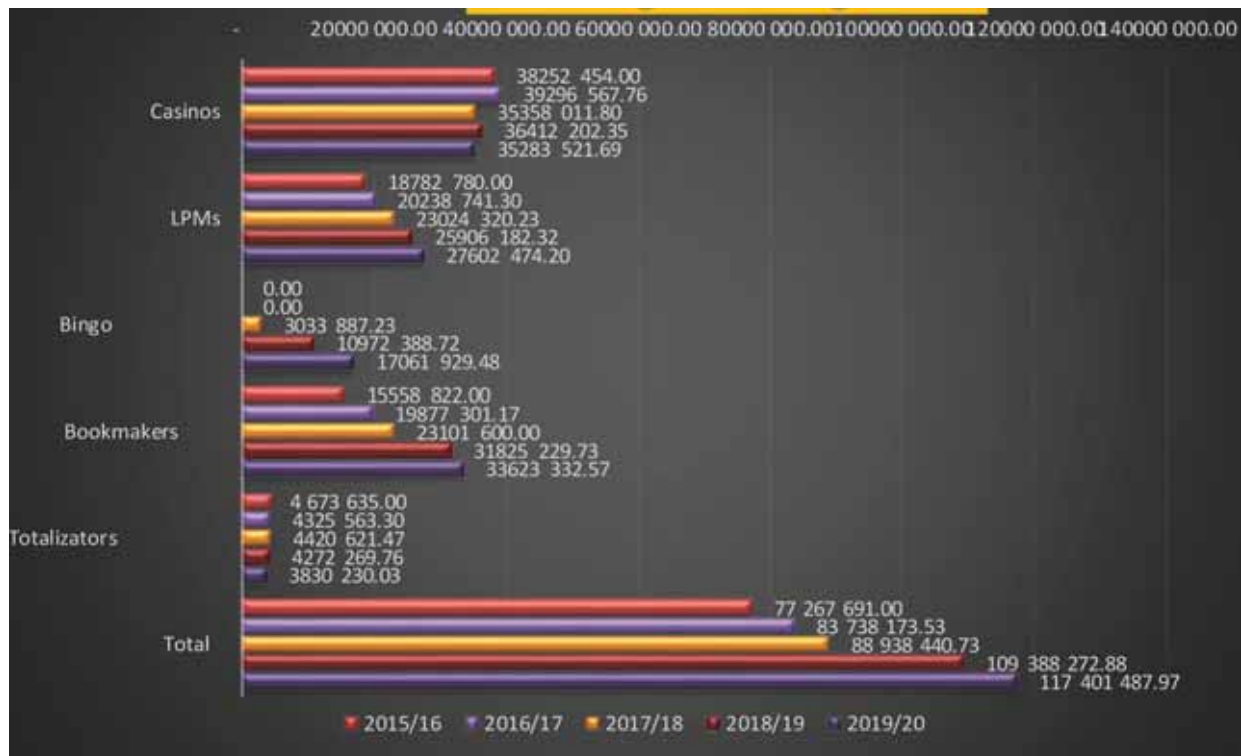
Gross Gambling Revenue



Year	Gambling Machines	Gambling Tables	LPMs	Bingo	Total
2015/16	391 548 525.00	58 480 355.00	187 827 805.00	0.00	637 856 685.00
2016/17	392 688 199.00	69 624 362.00	202 387 413.00	0.00	664 699 974.00
2017/18	351 411 632.00	64 564 978.00	230 243 202.00	35 692 791.00	681 912 603.00
2018/19	362 237 311.00	66 141 540.00	259 061 823.00	129 086 926.00	816 527 600.00
2019/20	350 865 397.88	64 234 857.30	276 024 742.00	172 819 370.24	863 944 367.42
Variance	11 371 913.12	1 906 682.70	16 962 919.00	43 732 444.24	47 416 767.42-
Variance %	-3%	-3%	7%	34%	6%

The Total levies paid by Licensees for the financial years 2015/16 and 2019/20 were as follows:

Gambling Levies



Year	Casinos	LPMs	Bingo	Bookmakers	Totalizators	Total
2015/16	38 252 454.00	18 782 780.00	0.00	15 558 822.00	4 673 635.00	77 267 691
2016/17	39 296 567.00	20 238 741.30	0.00	19 877 301.17	4 325 563.30	83 738 173.53
2017/18	35 358 011.80	23 024 320.23	3 033 887.23	23 101 600.00	4 420 621.47	88 938 440.73
2018/19	36 412 202.35	25 906 182.32	10 972 388.72	35 825 229.73	4 272 269.76	109 388 272.88
2019/20	35 283 521.69	27 602 474.20	17 061 929.48	33 623 332.57	3 830 230.03	117 401 487.97
Variance	- 1 128 680.66	1 696 291.88	6 089 540.76	1 798 102.84	- 442 039.73	8 013 215.09
Variance %	-3%	7%	55%	6%	-10%	7%

The GGR and Levies for Gambling Machines have been declining over the past five years. The levies for 2019/20 decreased by 10% in comparison to 2015/16; meanwhile, the 2019/20 GGR and levies for Gambling Tables increased by 10% in comparison 2015/16. Overall, Casino levies have fluctuated over the past five years, culminating in a decline in levies collected from casinos in 2019/20 by 3% in comparison to 2018/19. The decline is in line with the decline in the GGR for Gambling Machines and Gambling Tables by the same percentage, despite a nominal increase of 0.26% in the total money wagered at the casinos.

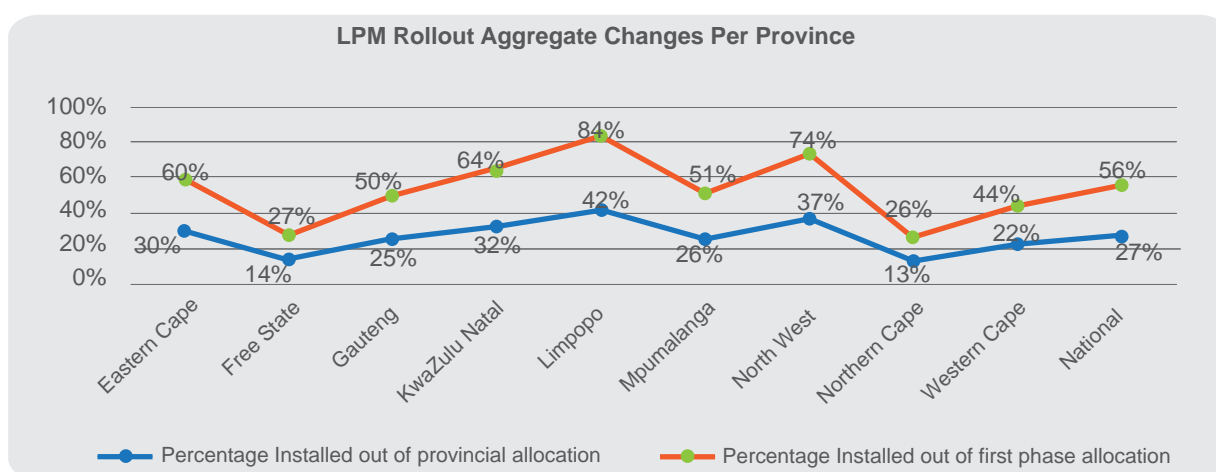
Levies from LPM Operators have increased by 7% in 2019/20, which is in line with the steady increases over the past five years, in part due to the 16 Type A LPM Sites and three Type B LPM sites opened during the financial year.

On the other hand, the Bingo levies have increased by 55% due to six out of seven Bingo sites becoming operational since 2017/18. In addition, Galaxy Bingo Musina and Galaxy Bingo Bochum increased Bingo seats to 209 and 112 respectively. Most of the Bingo sites performed well, whereas some Bingo sites struggled to perform as expected. In comparison with the first year of operation (2017/18). Bingo levies have increased by 462%, due to the fact that in the first year of operation there was only two bingo sites operational compared to six bingo sites in 2019/20.

The increase in levies from Bookmakers (6%) can mainly be attributed to the opening of four more Bookmaker sites during the financial year. The opening of more Bookmaker sites over the past five years has resulted in Bookmaker levies increasing by 116% in 2019/20 in comparison with 2015/16.

The Totalizator sector has not been performing well in terms of levies generated in past five years. This is reflected by the fact that levies collected grew by 2% in 2016/17 and declined in 2015/16, 2017/18 by 7% and 3% respectively, leading to a decline of 10% in 2019/20, despite the opening of two Totalizator sites during 2019/20. The poor performance of the Totalizator sector may be due to the exponential growth of fixed-odds betting on the results of local and international sports and lotteries over the past ten years in Limpopo Province.

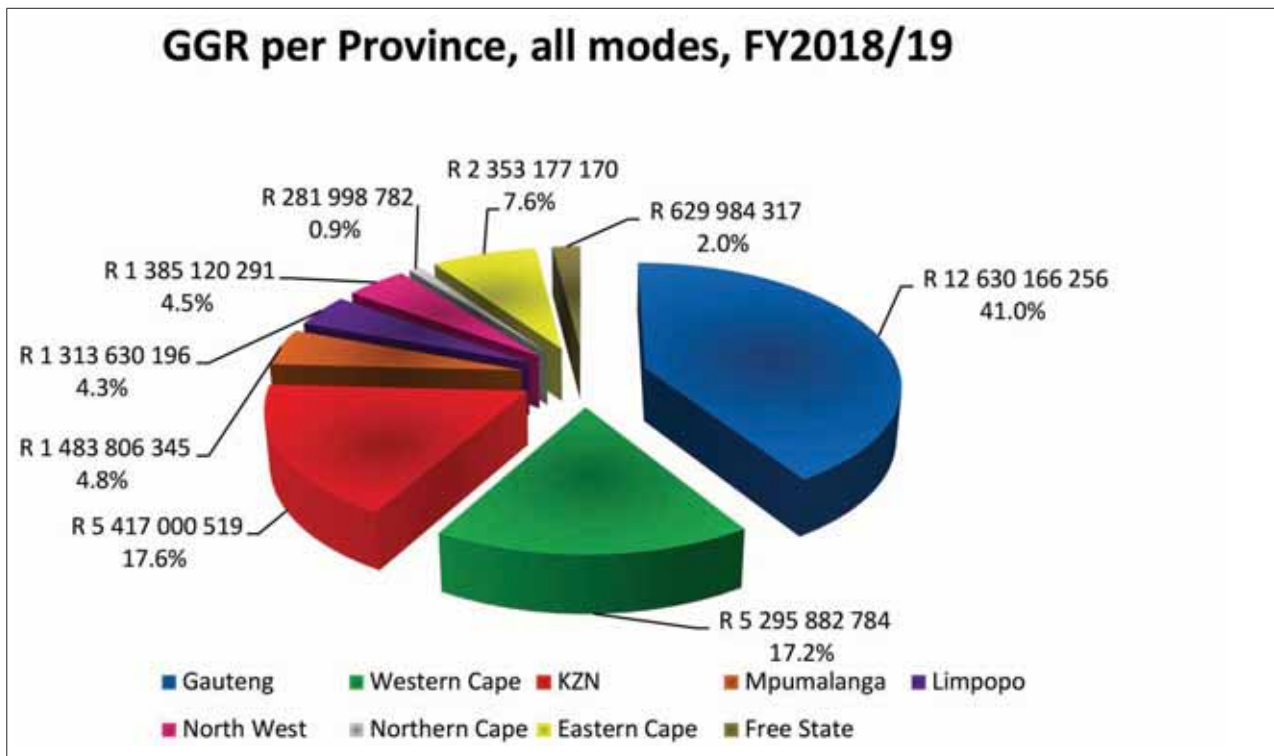
The 2021/22 financial is largely expected to be the first recovery year after the devastating effects of Covid-19 in the 2020/21 financial year; thus, the financial performance of the licensees is expected to gradually grow as more punters return to the gambling establishments, at the same time more punters will also be expected to embrace online betting.



Source: National Gambling Board

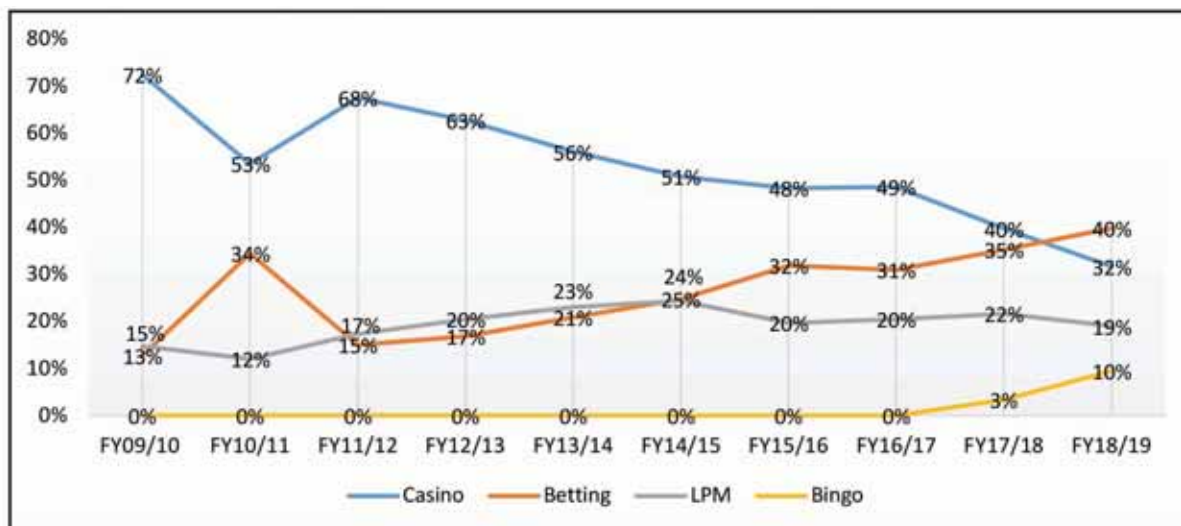
The Minister of the DTIC will conduct a socio-economic impact study of LPMs in Limpopo prior to giving a directive on Phase 2 of LPMs licensing in Limpopo.

In the 2018/19 financial year Limpopo Province has contributed 4.3 % to R30 790 766 660 GGR generated nationally.



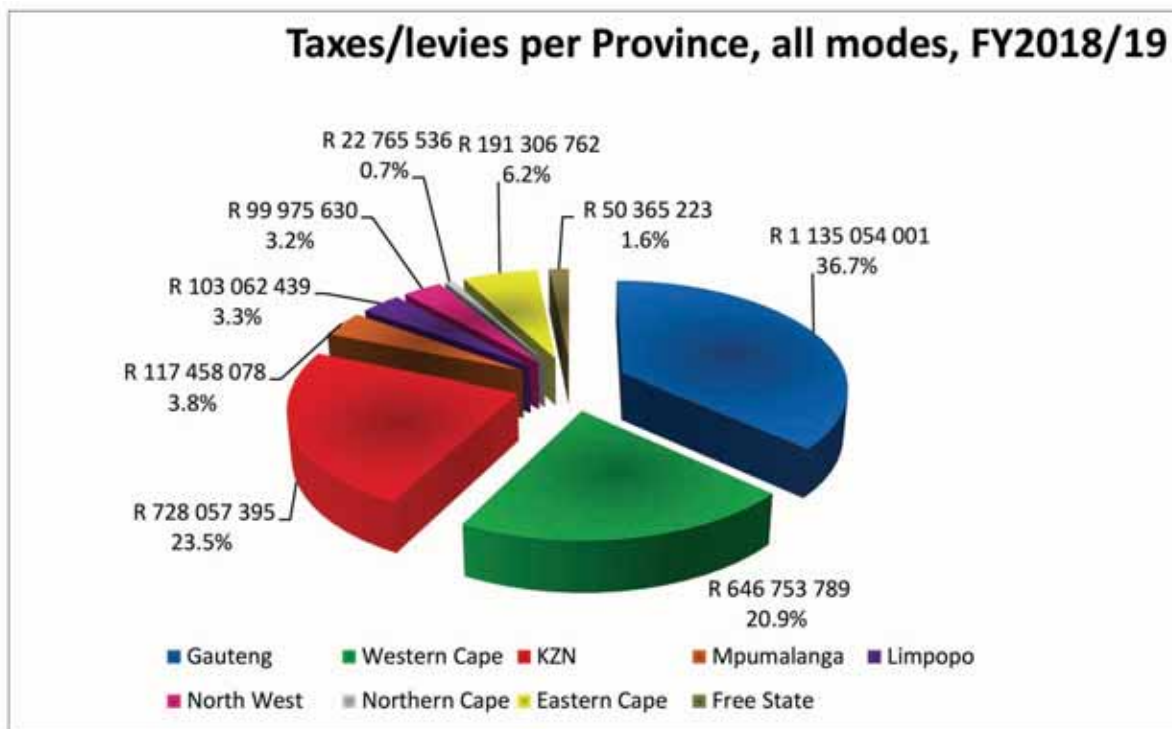
Source: National Gambling Board

At the same time, the GGR trends per gambling mode over the past ten years show that Casino GGR has been declining; whereas the other modes of gambling show growth albeit minimal in relation to LPMs. Bingo GGR only started in 2017/18 since the first Bingo Licences were only issued in 2016.



Source: National Gambling Board

The same GGR trends reflect in the levies collected during the same period. On the other hand, Limpopo Province generated gambling levies amounting to 3.3% of levies collected nationally in 2018/19 i.e. R3 094 798 852.



Law Enforcement Business Unit

Law Enforcement Business Unit of LGB has partnered with the South African Police Services (SAPS), the National Prosecuting Authority (NPA), and other relevant Stakeholders responsible for the eradication of illegal gambling activities within the Province. This assists in the protection and enhancement of the economy of the Province, as illegal gambling activities have a negative impact on revenue collection by the Province.

The Province is currently experiencing a huge influx of illegal gambling machines (Chinese roulettes) and the mushrooming of illegal online/computer or server-based gambling dens. The matter had been brought to the attention of the SAPS at national level with an aim of formulating National and Provincial task teams. Communications in this regard are at an advanced stage.

Various interventions were made during the previous financial year, which yielded positive results such as two guilty verdicts on Marble Hall Cas 237/07/2017 and Malamulele Cas 255/06/2019. The Malamulele matter involved fifty-four (54) computers which were utilised as slot machines being forfeited to the Entity. As for the Marble Hall matter, twenty-eight (28) computers were donated to Esther Maleka Comprehensive High School within Ephraim Mogale Municipality in Sekhukhune District. The Entity still has twenty-six confiscated computers that were assessed by Limpopo Connexion. It was determined that they are too old to donate and as a result, the Entity will dispose of them in an appropriate manner.

2. EXTERNAL ENVIRONMENT ANALYSIS

(PESTLE)

	Opportunities (External)	Threat (External)	Strategy to leverage on opportunities and minimise impact of threats
Political	1. New Political Administration.	1. Political interference. 2. Added Mandate to LGB in relation to other regulatory functions.	1. To strengthen the independence of the Entity by allowing the Entity to take its own decisions in terms of legislation governing the Entity.
Economic	1. Licensing of online gambling.	1. High unemployment. 2. Low economic growth. 3. Illegal gambling. 4. Labour Disputes. 5. Covid-19 impact on budget.	1. Legalising other forms of gambling, including online gambling. 2. Collaboration with various Stakeholders and Community Leaders. 3. Obtain buy-in from Political leaders to enact the online gambling bill. 4. Ensure labour contracts are in place. 5. Developing innovative ways to run the operations.

	Opportunities (External)	Threat (External)	Strategy to leverage on opportunities and minimise impact of threats
Social	<ol style="list-style-type: none"> 1. Creation of job opportunities through the issuing of Licences. 2. Availability of budget for Community Social Investment. 	<ol style="list-style-type: none"> 1. Community Unrest. 2. Retrenchments by operators. 3. Excessive/ irresponsible gambling. 4. Proliferation of Gambling. 5. Covid-19 impact on the socio-economic landscape of the Province and the Entity's operations. 	<ol style="list-style-type: none"> 1. Strengthen Licence Conditions on CSI and employment. 2. Monitoring and review of Licence Conditions continuously. 3. Ensuring operators follow the law when retrenching staff. 4. Proper socio-impact study on gambling. 5. Issuing of licences.
Technology	<ol style="list-style-type: none"> 1. 4th Industrial Revolution and advancement in technology. 	<ol style="list-style-type: none"> 1. 4th Industrial Revolution. 	<ol style="list-style-type: none"> 1. Upskilling of staff. 2. Automation and Modernisation of LGB processes. 3. Collaboration with Departments and other Entities.
Legal	<ol style="list-style-type: none"> 1. Amended National Gambling Bill 2. Partnership with the judiciary and social departments. 	<ol style="list-style-type: none"> 1. Outdated Legislation 2. Amended National Gambling Bill does not address interactive gambling. 	<ol style="list-style-type: none"> 1. Prioritisation of duties to review legislation. 2. DTIC to review legislation frequently.
Environment	<ol style="list-style-type: none"> 1. Implementation of the green economy. 	<ol style="list-style-type: none"> 1. Climate Change. 	<ol style="list-style-type: none"> 1. Moving towards a paperless and green environment.

3. INTERNAL ENVIRONMENT ANALYSIS

(PFILMS)

	Strength (Internal)	Weaknesses (Internal)	Strategy to address weaknesses and sustain strengths
Personnel	<ol style="list-style-type: none"> Competent and skilled staff. 	<ol style="list-style-type: none"> Lack of staff capacity. Inadequate performance Management and development system. Low Staff Morale. Inadequate resources (working tools). 	<ol style="list-style-type: none"> Review of Organisational Structure and filling of positions. Optimal usage of the Performance Management System. Compulsory and Mandatory programs. Attendance of training and conferences by relevant employees performing those functions. Proper compensation and Performance bonus Reprioritisation of the budget.
Finance	<ol style="list-style-type: none"> Significant contribution towards Provincial Revenue. Compliant Licensees. 	<ol style="list-style-type: none"> Grant Dependent. 	<ol style="list-style-type: none"> Funding through own revenue. Reprioritisation of the budget based on the needs and performance of the Entity.

	Strength (Internal)	Weaknesses (Internal)	Strategy to address weaknesses and sustain strengths
Infrastructure	<ol style="list-style-type: none"> Green economy compliant building. Modernisation (Operations Management System, Audit Software, Data Analysis Software). 	<ol style="list-style-type: none"> Unsafe Building. 	<ol style="list-style-type: none"> Proper building maintenance. Compliance with occupancy procedures and the Health and Safety Act.
Leadership	<ol style="list-style-type: none"> Functional Board Competent. Management. Consultative leadership. 	<ol style="list-style-type: none"> Lack of succession planning. 	<ol style="list-style-type: none"> Development and implementation of succession plan (Identification of successors). Prioritisation of internal staff for vacant positions. Review of organisational structure hierarchy.
Management	<ol style="list-style-type: none"> Objective supervision and decisions. Effective policies in place. Organisational structure in place. Unqualified audit opinion. Recognised Labour Union. 	<ol style="list-style-type: none"> Management override of subordinate recommendations. Lack of adherence to timeframes. Vague policies (Different interpretation). Lack of transparency in communication. Labour Union influence. 	<ol style="list-style-type: none"> Consequence Management. Dissemination of Information to all internal Stakeholders. Development of communication strategy. Management to involve subordinates on issues. Review of recognition agreement.

	Strength (Internal)	Weaknesses (Internal)	Strategy to address weaknesses and sustain strengths
Systems	1. Organisational Policies and Procedures.	1. Lack of record Management system. 2. Lack of automated systems. 3. Transversal policies are not customised to the LGB environment.	1. Development of record Management system. 2. Mechanism for approving Licences beneficial to the Province. 3. Conduct Research Surveys. 4. Develop a modernisation strategy for implementation. 5. Review Transversal policies and customise to the LGB environment.

3.1. Organisational environment:

The following are the eight (8) critical posts

CEO

CFO (Vacant)

Senior Manager Finance

Senior Manager Compliance

Senior Manager Legal Services

Senior Manager Law Enforcement

Senior Manager Corporate Services (Vacant)

Company Secretary (Vacant)

The Entity appointed ten interns for a period of two years. Two (2) of the interns were subsequently appointed on permanent posts during 2019/20 and 2020/21.

The next interns' intake will be in 2021/22 and 2023/24 Financial Periods.

The following recruitment plan for the MTEF has been approved by Provincial Treasury:

	POSTS	2018/19	2019/20	2020/21	2021/22	2022/23
1	Company Secretary					
2	Manager CEO					
3	Senior Corporate Manager					
4	Labour Relations Manager					X
5	Manager Law Enforcement					X
6	HR Officer					
7	Finance Administrator					X
8	Compliance Auditors (X2)					X
9	Investigation Officer					
10	Licensing Officer					X
11	Inspector Gambling Control					
12	Supply Chain Officer					X
13	Chief Financial Officer				X	
14	Manager Supply Chain				X	
15	Office Assistant				X	X
16	Inspector Law Enforcement					X
17	Liaison Officer Law Enforcement					X

Challenges:

The Entity has 15 vacant posts. The vacant posts have been prioritised for outer years as indicated in the table above, with three (3) of them planned to be filled in 2021/22.

Due to budget constraints, the Entity has to reprioritise the vacant positions. The Entity will not be receiving additional funds.

3.2. Strategic Planning Process

The following Stakeholders were consulted during the process:

- Board Members of Limpopo Gambling Board
- Senior Management and staff of Limpopo Gambling Board
- Department of Economic Development, Environment and Tourism (LEDET)
- Provincial Treasury
- Office of the Premier
- Gambling operators

The table below depicts the process that was followed in the development of the Annual Performance Plan:

September 2020	Online Training with DPME on the revised framework for Strategic Planning.
October 2020	Planning Session with Senior Management.
October 2020	Consultation with the Board
October 2020	Consultation with Licensees
October 2020	First Draft 2021/22 APP submitted to OTP.
December 2020	Submission of the 2021/22 APP to the Board for approval.
December 2020	Assessment feedback from OTP & DPME
January 2021	Strategic Planning Session with the Board.
March 2021	Finalisation and approval of 2021/22 APP by the MEC.
March 2021	Submission of approved 2021/22 APP to the Legislature for tabling.

PART C

MEASURING OUR
PERFORMANCE

PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

1.1. PROGRAMME 1: GOVERNANCE

Purpose: The purpose of this programme is to provide executive and strategic direction to the Board.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
A sustainable, efficient and effective organisation	Accountability and consequence Management enforced	Percentage of compliance to declaration of interest at each Board Committee meeting	N/A	N/A	N/A	100%	100%	100%	100%
		Percentage of compliance to disclosure of financial interests by the Executive Management	N/A	N/A	N/A	100%	100%	100%	100%

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of compliance to declaration of interest at each Board Committee meeting	100%	100%	100%	100%	100%
Percentage of compliance to disclosure of financial interests by the Executive Management	100%	100%	0%	0%	0%

Summary of payments and estimates by Economic Classification: Programme: Governance

	2020/21									
	Outcome		Adjusted Appropriation (Covid-19 cut)	Adjusted appropriation	Revised estimate	Medium-term estimates				
	2017/18	2018/19				2019/20	2020/21	2021/22	2022/23	2023/24
R thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
Current Payments	10,055	11,000	11,018	6,164	6,368	6,114	6,236	5,724	6,807	6,236
Compensation of employees	4,966	3,738	4,564	4,852	5,451	5,355	5,436	5,724	5,436	5,436
Goods and services	5,089	7,262	6,454	1,312	917	759	800	-	1,371	800
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Transfer and subsidies to:	-	-	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-	-
Payment for capital assets	12	16	-	60	10	60	-	-	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	12	16	-	60	10	60	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-	-
Total	10,067	11,016	11,018	6,224	6,378	6,174	6,236	5,724	6,807	6,236

The Governance programme houses mainly Board matters and Board related costs, Board fees and oversight activities. In the current year the Business Unit has not been allocated funds to cover the above mentioned costs as a result of limited budget allocated to the Entity by the Provincial Treasury.

1.2. PROGRAMME 2: FINANCE

Purpose: The purpose of this programme is to provide financial and administrative support to all (04) programmes.

1.2.1 Sub-Programme 2.1: Chief Financial Officer

Purpose: The purpose of this sub-programme is to ensure efficient and effective utilisation of resources through strategic prioritisation.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
A sustainable, efficient and effective organisation	Accountability and consequence Management enforced	Unqualified Audit outcome maintained	N/A	N/A	N/A	1	1	1	1

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Unqualified Audit outcome maintained	1	0	1	0	0

Summary of payments and estimates by Economic Classification: Programme: Finance

	Outcome			Adjusted Appropriation (Covid-19 cut)	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2020/21						2021/22	2022/23	2023/24
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
R thousand	9,422	8,803	11,020	8,006	8,287	8,116	5,399	10,147	6,488
Current Payments									
Compensation of employees	6,082	5,517	6,968	4,885	5,125	5,970	5,399	6,488	6,488
Goods and services	3,340	3,286	4,052	3,121	3,162	2,146	-	3,659	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfer and subsidies to:									
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households									
Payment for capital assets	145	-	-	60	15	60	-	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	145	-	-	60	15	60	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets									
Total	9,567	8,803	11,020	8,066	8,302	8,176	5,399	10,147	6,488

The programme has two vacancies which are expected to be filled in the current and outer years. No goods and services has been allocated in the current year as a result of limited funding that has been received from the Provincial Treasury. The Business Unit normally houses funding for the Auditor-General, Internal Audit and printing/design of the Annual Report and the Annual Performance Plan. In the current year, the Business Unit faces challenges with regards to funding of these services. The Business Unit

1.2.2 Sub-Programme 2.2: Human Resources Management

Purpose: The purpose of this sub-programme is to ensure a well governed and capable organisation.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
A sustainable, efficient and effective organisation	Accountability and consequence Management enforced	Percentage of Performance agreements signed	N/A	N/A	N/A	100%	100%	100%	100%
		Percentage of annual performance assessment conducted	N/A	N/A	N/A	100%	100%	100%	100%

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of Performance agreements developed	100%	100%	0%	0%	0%
Percentage of annual performance assessment conducted	100%	0%	0%	100%	0%

Summary of payments and estimates by Economic Classification: Programme: Human Resource Management

	Outcome			Adjusted Appropriation (Covid-19 cut)	Adjusted appropriation	Revised estimate	Medium-term estimates					
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24			
	3,947	3,697	4,213				3,888	3,768	4,238	3,798	4,295	4,095
Current Payments												
Compensation of employees	3034	3,014	3,253	3,724	3,524	3,282	3,798	3,395	3,395			
Goods and services	913	683	960	164	244	956	-	900	700			
Interest and rent on land	-	-	-	-	-	-	-	-	-			
Transfer and subsidies to:												
Provinces and municipalities	-	-	-	-	-	-	-	-	-			
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-			
Universities and technikons	-	-	-	-	-	-	-	-	-			
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-			
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-			
Non-profit making institutions	-	-	-	-	-	-	-	-	-			
Households												
Payment for capital assets	57											
Building and other fixed structures	-	-	-	-	-	-	-	-	-			
Machinery and equipment	57	-	-	-	-	-	-	-	-			
Heritage assets	-	-	-	-	-	-	-	-	-			
Specialised military assets	-	-	-	-	-	-	-	-	-			
Biological assets	-	-	-	-	-	-	-	-	-			
Software and other intangible assets	-	-	-	-	-	-	-	-	-			
Land and subsoil assets	-	-	-	-	-	-	-	-	-			
Payments for financial assets												
Total	4,004	3,697	4,213	3,888	3,768	4,238	3,798	4,295	4,095			

The Business Unit has two vacancies which will only be filled in the outer years. The Business Unit normally houses funding for employee development in the form of training and bursaries, covid related costs, occupational injuries (Department of Labour), among other costs. However, due to limited funding received from the Provincial Treasury, the Business Unit will not be able to fund the above mentioned expenses for the current year.

1.2.3 Sub-Programme 2.3: Supply Chain Management

Purpose: The purpose of this sub-programme is to ensure compliance with procurement prescripts.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
A sustainable, efficient and effective organisation	Invoices paid within 30 days	Percentage of invoices paid within 30 days of receipt	N/A	N/A	N/A	100%	100%	100%	100%

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of invoices paid within 30 days of receipt	100%	100%	100%	100%	100%

Summary of payments and estimates by Economic Classification: Programme: Supply Chain Management

	2020/21				Revised estimate	Medium-term estimates		
	Outcome		Adjusted Appropriation (Covid-19 cut)	Adjusted appropriation		2021/22	2022/23	2023/24
	2017/18	2018/19	2019/20	2020/21				
R thousand								
Current Payments	17,094	17,621	19,268	19,367	19,462	21,607	21,984	22,884
Compensation of employees	2,879	3,110	3,320	2,483	2,433	2,607	2,929	2,929
Goods and services	14,215	14,511	15,948	16,884	17,029	19,000	19,055	19,955
Interest and rent on land	-	-	-	-	-	-	-	-
Transfer and subsidies to:								
Provinces and municipalities	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-
Households								
Payment for capital assets	32	168	3	60	15	60	60	-
Building and other fixed structures	-	-	-	60	15	-	-	-
Machinery and equipment	32	168	3	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-
Payments for financial assets								
Total	17,126	17,789	19,271	19,427	19,477	21,607	21,984	22,884

The bulk of the funding under the Business Unit covers the lease of the building that the Entity has. Other items funded under this Business Unit relates to the running of the day-to-day activities of the Entity, including insurance, security, electricity and water, municipal bills cleaning and cleaning materials, amongst other things. The Business Unit houses most of the Entity's contractual obligations. In allocating the funding provided by the Provincial Treasury, the Entity had to make certain that the fixed costs and contractual obligations are catered for. This is one of the two Business Units that has been allocated funding under goods and services to make sure that the fixed costs are covered.

1.3. PROGRAMME 3: COMPLIANCE

Purpose: The purpose of this programme is to:

- Promote responsible gambling through visibility and awareness, and
- To ensure that gambling activities are compliant with relevant legislations.

1.3.1 Sub-Programme 3.1: Responsible Gambling Campaigns and Research

Purpose: To promote responsible gambling and build a base of empirical evidence for decision making.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Responsible gambling and compliance with legislations improved in Limpopo.	A regulated, sustainable, and socially responsible gambling environment, fully compliant with relevant legislations.	Number of responsible gambling campaigns conducted	4	34	40	0	14	90	90

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of responsible gambling campaigns conducted	14	3	3	4	4

1.3.2 Sub-Programme 3.2: Licensing and Investigation

Purpose: To issue corporate and individual Licences to candidates who meet regulatory requirements.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Transformed gambling industry that creates sustainable jobs in Limpopo.	Economic Transformation and enabled job creation.	Percentage of corporate licence applications processed within the standard timeframe of 6 months	N/A	N/A	N/A	100%	100%	100%	100%

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of corporate licence applications processed within the standard timeframe of 6 months	100%	100%	100%	100%	100%

1.3.3 Sub-Programme 3.3: Gambling Control

Purpose: To ensure that Licensees are compliant with technical regulatory requirements and protect the public from unscrupulous practices and the negative effects of gambling.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Transformed gambling industry that creates sustainable jobs in Limpopo.	A regulated, sustainable and socially responsible gambling environment, fully compliant with relevant legislations	Number of compliance inspections conducted	N/A	48	56	23	16	56	56

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of compliance inspections conducted	16	4	4	4	4

1.3.4 Sub-Programme 3.4: Compliance Audit

Purpose: To ensure that Licensees are compliant with general and financial regulatory requirements.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Transformed gambling industry that creates sustainable jobs in Limpopo.	A regulated, sustainable and socially responsible gambling environment, fully compliant with relevant legislations	Number of compliance audits conducted	N/A	24	44	22	28	44	44

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of compliance audits conducted	28	5	7	8	8

1.3.5 Sub-Programme 3.5: Stakeholder Management

Purpose: To build good relations with Stakeholders.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Improved Local and International relations with other gambling regulators and related institutions.	Increased regional integration and trade	Number of Stakeholder engagement sessions held	N/A	N/A	N/A	2	2	2	2
		Number of formal collaborations established	N/A	N/A	N/A	1	2	2	2

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of stakeholder engagement sessions held	2	0	1	1	0
Number of formal collaborations established	2	0	1	1	0

Summary of payments and estimates by Economic Classification: Programme: Compliance

	2020/21							
	Outcome			Adjusted Appropriation (Covid-19 cut)	Adjusted appropriation	Revised estimate	Medium-term estimates	
	2017/18	2018/19	2019/20	2019/20	2019/20	2021/22	2022/23	2023/24
R thousand	15,556	15,635	17,068	15,825	14,995	14,483	15,438	14,218
Current Payments	11,532	12,496	13,667	15,039	14,209	14,483	14,218	14,218
Compensation of employees	4,024	3,139	3,401	786	786	-	1,220	-
Goods and services	-	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-
Transfer and subsidies to:	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-
Payment for capital assets	79	441	-	60	-	-	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-
Machinery and equipment	79	441	-	60	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-
Total	15,635	16,076	17,068	15,885	14,995	14,483	15,438	14,218

The Business Unit is one of the core Units in the Entity. The Business Unit focuses on a number of things, including licensing and responsible gambling campaigns. The bulk of the work done by the Business Unit is field-based. In the current year, the Business Unit has only been allocated funding to cover compensation of employees. This is as a result of the limited funding allocated to the Entity by the Provincial Treasury. With no funding allocated to goods and services, limited inspections, audits, and investigations will be performed and this may negatively affect the revenue collected by the Entity.

1.4. PROGRAMME 4: LAW ENFORCEMENT

Purpose: The purpose of this programme is to combat illegal gambling throughout the Province by conducting investigations of illegal gambling activities and crime awareness campaigns.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
All modes of illegal gambling activities combatted	Crime awareness campaigns conducted.	Number of crime awareness campaigns conducted	120	133	133	0	24	120	120

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of crime awareness campaigns conducted	24	6	6	6	6

Summary of payments and estimates by Economic Classification: Programme: Law Enforcement

	Outcome				2020/21			Medium-term estimates		
	2017/18	2018/19	2019/20	Adjusted Appropriation (Covid-19 cut)	Adjusted appropriation	Revised estimate	2021/22	2022/23	2023/24	
	R thousand									
Current Payments	5,348	6,180	6,685	5,757	5,577	5,757	5,576	6,752	5,902	
Compensation of employees	4,398	4,792	5,051	5,480	5,300	5,201	5,576	5,902	5,902	
Goods and services	950	1,388	1,634	277	277	556	-	850	-	
Interest and rent on land	-	-	-	-	-	-	-	-	-	
Transfer and subsidies to:	-	-	-	-	-	-	-	-	-	
Provinces and municipalities	-	-	-	-	-	-	-	-	-	
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-	
Universities and technikons	-	-	-	-	-	-	-	-	-	
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-	
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-	
Non-profit making institutions	-	-	-	-	-	-	-	-	-	
Households	-	-	-	-	-	-	-	-	-	
Payment for capital assets	-	-	-	-	-	-	-	-	-	
Building and other fixed structures	-	-	-	-	-	-	-	-	-	
Machinery and equipment	-	-	-	-	-	-	-	-	-	
Heritage assets	-	-	-	-	-	-	-	-	-	
Specialised military assets	-	-	-	-	-	-	-	-	-	
Biological assets	-	-	-	-	-	-	-	-	-	
Software and other intangible assets	-	-	-	-	-	-	-	-	-	
Land and subsoil assets	-	-	-	-	-	-	-	-	-	
Payments for financial assets	-	-	-	-	-	-	-	-	-	
Total	5,348	6,180	6,685	5,757	5,577	5,757	5,576	6,752	5,902	

The Business Unit is one of the core Units of the Entity. The Business Unit focuses mainly on eradication of illegal gambling within the Province. The activities within the Business Unit are field based, as they involve investigations of illegal hotspots and these take some time before arrests can be made. In the current year, the Business Unit has not been allocated funding under goods and services as a result of the limited funding that has been allocated to the Entity through the Provincial Treasury. The Business Unit will not be able to perform field work with regards to investigations and reduction of the ever-increasing illegal gambling activities.

2. Explanation of Planned Performance over the medium-term Period

GOVERNANCE & FINANCE BUSINESS UNITS

These programmes provide the overall support and Management of the Entity in accordance with the Limpopo Gambling Act, the PFMA and other relevant legislation to achieve the mandate of the institution.

These programmes provide support to the core programmes to achieve the mandate of the institution by providing guidance to all other Business Units regarding finance, personnel, information technology and procurement to utilise the resources efficiently and effectively in line with the PFMA.

The Entity will strengthen integrated planning and implementation by collaborating with all Stakeholders.

All Board Members complete the Disclosure of Interest forms at every meeting. Senior Management members are required to complete and submit financial disclosures annually to maintain transparency and accountability. Having an efficient and effective organisation that is sustainable will assist the Entity to contribute towards achieving a capable, ethical and a developmental state that the country aspires to become. This will in turn assist the Entity to have an impact on the lives of ordinary people in the gambling fraternity by having a regulated, fully compliant, and socially responsible gambling environment in Limpopo. Attainment of an unqualified audit outcome report from the independent auditors, the AGSA, will be used as a yard stick to measure the sustainability, efficiency, and effectiveness of the Board in discharging its functions.

Further, the Entity will strive to sustain an unqualified audit outcome with no findings, which is a clear demonstration of the high level of compliance with all the laws and regulations governing the preparations and submission of Annual Financial Statements.

To achieve all these strategic outcomes and impact, the Entity will require the necessary resources such as the funds, ICT tools and human capital to be able to discharge its constitutional responsibilities. The Entity has been negatively impacted in the 2020/21 financial year by the outbreak of the corona virus in the country. This has been seen through the decline in revenue collections by the Entity, as well as the operators themselves only being able to keep afloat. As a result of the pandemic, the Entity had to change its ways of providing services as most of the service for the Core Business Units is through contact-mode. The Entity is considering looking at modes of providing the service through available ICT models and inventing new ways of reaching the people of the Province.

COMPLIANCE BUSINESS UNIT

From the onset, when gambling was legalised, the ownership structure of the gambling industry was generally not transformed, thus excluding previously disadvantaged individuals. The regulation and monitoring of gambling in Limpopo is aimed at ensuring that the gambling industry is inclusive, contributes to economic development and creates more jobs by 2025. During 2020 – 2025, the Board will amend Licence Conditions to ensure that the Licensees comply with the BBBEE Act. In addition, the Entity will monitor the implementation of the Licence Conditions through compliance audits.

In line with Section 4(1)(b) of the Limpopo Gambling Act no. 3 of 2013, the LGB aims to protect the public from the negative effects of gambling and ensure responsible gambling. This will be achieved by conducting 234 responsible gambling awareness campaigns in collaboration with the Licensees and the South African Responsible Gambling Foundation (SARGF). The SARGF provides research, education and awareness, treatment and counselling to 'problem-gamblers'. Overall, the LGB ensures compliance with legislations and aims to ensure better compliance with relevant legislation by Licensees. The achievement of the identified outcomes will assist the Entity to realise its impact, which will eventually contribute towards full implementation of the two MTSF priorities. To achieve all the above, the Entity will require collaboration from all relevant Stakeholders. Further resources in terms of funding, personnel and ICT tools are very critical to enable the Entity to achieve its outcomes and impact. The Entity notes the uncertainty relating to the Covid-19 pandemic, and that it may disrupt the face-to-face responsible gambling campaigns planned. As a backup plan, the Entity will implement responsible gambling campaigns that will require little or no person-to-person contact with the public.

LAW ENFORCEMENT BUSINESS UNIT

The South African Police Services (SAPS) will be co-ordinating the reinforcement of partnership between SAPS Visible Policing Head Office, NGB, NPA and the Provincial Gambling Board in an effort to combat illegal gambling. SAPS will assist the Business Unit in prioritising illegal online/computer/ server-based gambling as a serious offence.

There will also be an enhancement of the SAPS crime intelligence network through involvement of community-based organisations.

The Business Unit further anticipates the formulation of the Limpopo Task Team to combat illegal online/computer/server-based gambling, as well as the enhancement of crime awareness campaigns through media platforms and Community Radio stations to educate and empower society about the impact and consequences of illegal gambling activities.

The Business Unit is ensuring the involvement of NPA at the beginning of the investigation, Assets

Forfeiture Units from both SAPS and NPA and the shutdown of all illegal online/computer/server-based gambling sites or shops, as well as the complete involvement of SARS, Department of Home Affairs and Labour. Together as a team, we should be able to combat all forms or modes of illegal gambling activities in the Province.

To achieve this constitutional mandate, resources in terms of additional personnel, IT tools and the budget are required to enable the Entity, through the Law Enforcement Business Unit, to function effectively. In addition, collaboration with all relevant law enforcement agencies in the Country is key.

Law Enforcement Business Unit will achieve its outcome by positively and actively participating within the partnership with SAPS, NPA, SARS, Department of Home Affairs, Labour and Assets Forfeiture Units of both SAPS and NPA.

3. PROGRAMME RECOURSE CONSIDERATIONS

Summary of payments and estimates: Limpopo Gambling Board

	Outcome			2020/21			Medium-term estimates		
				Adjusted Appropriation (Covid-19 cut)	Adjusted appropriation	Revised estimate			
R thousand	2017/18	2018/19	2019/20	2020/21			2021/22	2022/23	2023/24
1. Governance	10,067	11,016	11,018	6,224	6,378	6,174	5,724	6,807	6,236
2. Finance	9,567	8,803	11,020	8,066	8,302	8,116	5,399	10,147	6,488
3. Human Resource Management	4,004	3,697	4,213	3,888	3,768	4,238	3,798	4,295	4,095
4. Information Technology	2,711	2,260	4,102	2,134	2,884	3,130	4,065	3,831	3,427
5. Law Enforcement	5,348	6,180	6,685	5,757	5,577	5,757	5,576	6,752	5,902
6. Compliance	15,635	16,076	17,068	15,885	14,995	15,335	14,483	15,438	14,218
7. Supply Chain Management	17,126	17,789	19,271	19,427	19,477	19,627	21,607	21,984	22,884
baseline available for spending	64,458	65,821	73,377	61,381	61,381	62,377	60,652	69,254	63,250

In comparison to the 2017/18 to 2019/20, the Entity's allocated grant was growing at an average rate of 4.1%. However, over the next MTEF period, the picture is not the same. This is mainly due to the impact of the pandemic not only on the Province, but for the entire Country. The continuous decreasing allocation over the next MTEF will unfortunately limit the activities that the Entity will be able to execute in terms of its mandate. This will affect issues such as licensing and the socio-economic impact study that is underway, as well as the investigation of illegal gambling. Revenue collected by the Entity may decrease, as limited levy audits, licensing and inspections will be performed. In the current year, only 2 Units have been allocated funding under goods and services, being Supply Chain and Information Technology. Allocation to these Units only covers the fixed costs and the contractual obligations. The other Units were not allocated funding under goods and services. The Entity was, however, able to cater for costs related with salaries.

SUMMARY OF ECONOMIC CLASSIFICATION

Summary of payments and estimates by Economic Classification: Limpopo Gambling Board

	Outcome				2020/21			Medium-term estimates		
	2017/18	2018/19	2019/20	Adjusted Appropriation (Covid-19 cut)	Adjusted Appropriation	Revised estimate	2021/22	2022/23	2023/24	
	R thousand	R thousand	R thousand				R thousand	R thousand	R thousand	R thousand
Total	64,458	65,821	73,377	61,381	61,381	62,377	60,652	69,254	63,250	
Economic Classification										
Current Payments	63,671	65,197	71,624	61,061	61,341	61,839	60,652	68,854	63,250	
Compensation of employees	34,332	34,251	38,503	38,351	37,781	39,139	39,500	40,049	40,049	
Goods and services	29,339	30,946	33,121	22,710	23,560	22,700	21,152	28,805	23,201	
Interest and rent on land	-	-	-	-	-	-	-	-	-	
Transfer and subsidies	-	-	-	-	-	-	-	-	-	
Provinces and municipalities	-	-	-	-	-	-	-	-	-	
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-	
Universities and technikons	-	-	-	-	-	-	-	-	-	
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-	
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-	
Non-profit making institutions	-	-	-	-	-	-	-	-	-	
Households	-	-	-	-	-	-	-	-	-	
Payment for capital assets	787	624	1,753	320	40	538	-	400	-	
Building and other fixed structures	32	-	-	-	-	-	-	-	-	
Machinery and equipment	755	624	1,753	320	40	538	-	400	-	
Heritage assets	-	-	-	-	-	-	-	-	-	
Specialised military assets	-	-	-	-	-	-	-	-	-	
Biological assets	-	-	-	-	-	-	-	-	-	
Software and other intangible assets	-	-	-	-	-	-	-	-	-	
Land and subsoil assets	-	-	-	-	-	-	-	-	-	
Payments for financial assets	-	-	-	-	-	-	-	-	-	
Total	64,458	65,821	73,377	61,381	61,381	62,377	60,652	69,254	63,250	

Compensation of Employees - The amount of cost of employees remains fairly constant over the MTEF. Goods and Services - Budget cuts throughout the Province has led to some of the Goods and Services for the Entity being limited. Payment for Capital Assets - No capex has been budgeted for in the current year.

REVENUE

Detail of Entity Revenue

Economic classification	2017/18	2018/19	2019/20	2020/2021			2021/22	2022/23	2023/24
	Audited outcome		Actual outcome	Main budget (Approved)	Adjusted budget (Approved)	Revised estimate	Medium-term estimates		
Rand thousand									
Tax revenue	83,738	88,941	117,980	107,000	62,000	62,000	68,200	75,020	82,522
Non-tax revenue	15,664	12,288	12,745	15,473	6,419	6,419	7,061	7,767	8,544
Sales of goods and services other than capital assets	13,917	11,130	11,426	14,103	10,181	10,181	17,743	19,517	21,079
Of which									
Administration fees									
Sales by market establishments									
Other sales	13,917	11,130	11,426	14,103	10,181	10,181	17,743	19,517	21,079
ANNUAL LICENCE FEES	7,628	7,903	9,248	10,578	8,606	8,606	11,160	12,276	13,258
HORSE RACING FEES, LPM APPLICATION FEES & LPM LICENCE FEES	572	513	607	1,321	521	521	3,107	3,418	3,691
MANUFACTUREE LICENCES, BINGO & CERTIFICATE OF SUITABILITY	215	936	10	94	44	44	109	120	129
INVESTIGATION FEES & SUNDRY INCOME	4,388	1,040	590	1,234	434	434	1,068	1,175	1,269
EMPLOYEE REGISTRATION FEES	1,114	738	971	876	576	576	2,299	2,529	2,731
Entity revenue other than sales	1,747	1,158	1,319	1,370	765	765	1,526	1,697	1,833
Fines, penalties and forfeits	640	-	167						
Interest, dividends and rent on land	1,107	1,158	1,152	1,370	765	765	1,526	1,697	1,833
Interest	1,107	1,158	1,152	1,370	765	765	1,526	1,697	1,833
Dividends									
Rent on land									
Transfers received	61,273	68,086	72,117	78,321	16,940	16,940	60,652	69,254	63,250
Social contributions received (social security funds only)									
Departmental transfers	61,273	68,086	72,117	78,321	16,940	16,940	60,652	69,254	63,250
GRANT FROM LEDET									
Total entity operation receipts	160,675	169,315	202,842	200,794	85,359	129,800	135,913	152,041	154,316

The main source of revenue for the Entity is received from all gambling Licensees.

The table above indicates the following:

- The grant amount estimated to be received for 2021/22 amounts to R70 million.
- The Entity will surrender levies on a monthly basis as they are collected from the licensees.
- Levies have over the period increased due to the opening of new Bingo sites. The Entity is anticipating new LPM sites to open up in the in 2021/22 financial year as operators are encouraged to increase their market in that regard and create employment and contribute to the development of the Province.
- For outer years an increment of 8% has been used for the estimate of revenue that will be collected.

4. UPDATED KEY RISKS AND MITIGATIONS FROM THE STRATEGIC PLAN

Outcome	Key Risk	Risk Mitigation
A sustainable, efficient and effective organisation.	Non-compliance with Corporate Governance.	Continuous communication of good corporate governance values and principles.
	Lack of sufficient budget.	Continuously engaging LEDET and Provincial Treasury for additional funding.
	Covid-19 Pandemic.	Implementation and continuous review of the Covid-19 Risk Strategy.
Transformed gambling industry that creates sustainable jobs in Limpopo.	Non-compliance with BBBEE Licence Conditions by new Licensees.	Monitoring of Licensees through compliance audits. Verification of new applicants' BBBEE status.
Responsible gambling and compliance with legislations improved in Limpopo.	Increased incidents of Problem Gambling.	Conducting more visible responsible gambling campaigns.
Improved Local and International relations with other gambling regulators and related institutions.	Lack of advanced knowledge of the gambling industry and methods of gambling regulation.	Benchmarking with other gambling regulators and related institutions. Collaboration in research.
All modes of illegal gambling activities combatted.	Increased illegal gambling activities.	Investigations and raids by Law Enforcement Business Unit.

5. PUBLIC ENTITIES

Not Applicable.

6. INFRASTRUCTURE PROJECTS

Not Applicable.

7. PUBLIC PRIVATE PARTNERSHIPS

PPP	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
South African Responsible Gambling Foundation.	To reduce instances of problem gambling.	<ol style="list-style-type: none">1. Research reports.2. To provide a therapeutic intervention programme.3. To provide an education awareness programme.	R 1 084 842.50	2023

PART D

TECHNICAL INDICATOR DESCRIPTION (TID)

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

PROGRAMME 1: GOVERNANCE

Indicator Title	Percentage of compliance to declaration of interest at each Board Committee meeting
Definition	To facilitate the declaration of interests by the Board to promote transparency and accountability
Source of data	Declaration forms completed by Board members
Method of Calculation / Assessment	Actual number of declaration of interest forms submitted over/divided/in relation to the total number of Board members who attended the meeting
Means of verification	Disclosure forms completed by Board members
Assumptions	Implement accountability
Disaggregation of Beneficiaries	None
Spatial Transformation	None
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Decisions which are ethical, objective and unbiased
Indicator Responsibility	Chief Executive Officer

Indicator Title	Percentage of compliance to disclosure of financial interests by the Executive Management
Definition	To facilitate the annual disclosure of financial interests by the Executive Management.
Source of data	Disclosure forms completed by Executives
Method of Calculation / Assessment	Actual number of financial forms submitted over/divided/in relation to the total number of Executives
Means of verification	Disclosure forms completed by Executives
Assumptions	Implement accountability
Disaggregation of Beneficiaries	None
Spatial Transformation	None
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	Decisions which are ethical, objective and unbiased
Indicator Responsibility	Chief Executive Officer

PROGRAMME 2: FINANCE

Indicator Title	Unqualified Audit outcome maintained
Definition	To maintain a professional and transparent administration and accountability.
Source of data	AGSA Audit report
Method of Calculation / Assessment	Audit report indicating audit outcome as submitted by AGSA
Means of verification	Audit report by AGSA
Assumptions	To have continued professional, transparent, and accountable administration
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	Sustained unqualified audit outcome
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of Performance agreements signed
Definition	Completed Performance agreements to the CEO
Source of data	Performance Agreements submitted
Method of Calculation / Assessment	Actual number of performance agreements developed over/divided/ in relation to the total number of LGB employees
Means of verification	Performance Agreement
Assumptions	Elimination of low morale
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative Year End
Reporting Cycle	Annual
Desired performance	Improving staff performance
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of annual performance assessment conducted
Definition	Signed and submitted Performance assessment to the CEO
Source of data	Performance Appraisal
Method of Calculation / Assessment	Actual number of performance assessments signed over/divided/in relation to the total number of performance assessments conducted
Means of verification	Performance Appraisal forms submitted
Assumptions	Elimination of low morale
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	Improving staff performance
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of invoices paid within 30 days of receipt
Definition	Invoices paid within 30 days of receipt of a valid invoice and statement after services have been fully rendered.
Source of data	Invoice Register and Payment reports
Method of calculation & Assessment	Actual number of invoices paid within 30 days over/divided/in relation to total number of invoices received.
Means of verification	Invoice Register and Payment reports
Assumptions	All valid invoices received are paid within 30 days
Disaggregation of Beneficiaries	Youth, women, and people with disabilities
Spatial Transformation	None
Calculation Type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of valid invoices paid within 30 days
Indicator responsibility	Chief Financial Officer

PROGRAMME 3: COMPLIANCE

Indicator Title	Number of Responsible Gambling Campaigns conducted.
Definition	Responsible Gambling Awareness Campaigns conducted including, physical or online and public educational and awareness campaigns. The campaigns will include planned activities to raise public awareness on the effects of excessive gambling and the services offered by the South African Responsible Gambling Foundation.
Source of data	Attendance registers or LGB Social Media Pages Statistics reports
Method of calculation & Assessment	Count number of Responsible Gambling Campaigns conducted.
Means of verification	Attendance registers or LGB Social Media Pages Statistics reports
Assumptions	The public will be aware of the effect of gambling irresponsibly.
Disaggregation of Beneficiaries	None.
Spatial Transformation	None
Calculation Type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Reduce the incidents of problem gambling
Indicator responsibility	Senior Manager: Compliance

Indicator Title	Percentage of corporate licence applications processed within the standard timeframe of 6 months.
Definition	This includes, but is not limited to, the percentage of Bingo Operator, Bingo Site, Bookmaker Operator, Bookmaker Site, Totalizator Site, LPM Site and Certificate of Suitability applications processed within 6 months by Management based on completed applications received. (The timeframe of 6 months is based on the revised Internal Control Procedures of the Board.) An application for a Corporate licence will be regarded as processed when the Investigation report has been finalised.
Source of data	List of Corporate licence applications received and processed, and Investigation reports
Method of calculation & Assessment	Divide the number of complete Corporate licence applications processed during a 60-day period that ended during the period under review and divide with the number of complete Corporate Licence applications received during the same 60-day period.
Means of verification	Applications received/Issued corporate licenses
Assumptions	All the licensed entities and employees meet the licensing requirements
Disaggregation of Beneficiaries	Women, Youth, and Persons with disabilities
Spatial Transformation	None
Calculation Type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Finalising investigation of all completed applications received
Indicator responsibility	Senior Manager : Compliance

Indicator Title	Number of compliance inspections conducted
Definition	Number of inspections conducted per Licensee to ensure that Licensees adhere to gambling legislation and Licence Conditions
Source of data	Inspection reports and checklists.
Method of calculation & Assessment	Count number of inspection reports produced
Means of verification	Compliance inspection reports
Assumptions	Operators will adhere to Licence Conditions and legislations
Disaggregation of Beneficiaries	None
Spatial Transformation	None
Calculation Type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Licensees compliance with applicable legislation
Indicator responsibility	Senior Manager : Compliance

Indicator Title	Number of compliance audits conducted
Definition	Conduct compliance and levy audits per Licensee to ensure that Licensees adhere to gambling legislation and Licence conditions.
Source of data	Compliance and Levy Audit reports and Monitoring Reports
Method of calculation & Assessment	Count number of audits conducted and monitoring reports completed
Means of verification	Compliance and levy audit reports and Monitoring Reports
Assumptions	Licensees will adhere to Licence conditions and legislation
Disaggregation of Beneficiaries	None
Spatial Transformation	Licensees will adhere to Licence conditions and legislation
Calculation Type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Licensees' compliance with applicable legislation
Indicator responsibility	Senior Manager : Compliance

Indicator Title	Number of Stakeholder engagement sessions held
Definition	To build relationships with Stakeholders by engaging Stakeholders through interactive sessions to discuss various regulatory issues.
Source of data	Attendance registers and Stakeholder Session report
Method of calculation & Assessment	Count number of Attendance registers and Stakeholder session reports
Means of verification	Attendance registers or stakeholder engagement session reports
Assumptions	The LGB will build good relationships with Stakeholders
Disaggregation of Beneficiaries	None
Spatial Transformation	None
Calculation Type	Cumulative year end
Reporting cycle	Bi-annual
Desired performance	Good relationships with Stakeholders
Indicator responsibility	Senior Manager : Compliance

Indicator Title	Number of formal Collaborations established
Definition	To establish and maintain formal collaborations with local and international Gambling Regulators and organisations for the purpose of benchmarking and collaborating on various regulatory issues.
Source of data	Memorandum of Understanding, Correspondence and Board resolutions
Method of calculation & Assessment	Count and review the number of Memorandum of Understanding signed
Means of verification	Memorandum of Understanding
Assumptions	The LGB will build good relationships with other Regulators and organisations.
Disaggregation of Beneficiaries	None
Spatial Transformation	None
Calculation Type	Cumulative year end
Reporting cycle	Bi-annual
Desired performance	Effective collaborations with other Regulators
Indicator responsibility	Senior Manager : Compliance

PROGRAMME 4: LAW ENFORCEMENT

Indicator Title	Number of crime awareness campaigns conducted.
Definition	Educate and empower society and Stakeholders about the consequences, impact and the danger of illegal gambling activities through online methods.
Source of data	Social media posts
Method of calculation & Assessment	Count number of crime awareness campaigns conducted.
Means of verification	Social media posts
Assumptions	Reduced illegal gambling activities, Increase the reporting of illegal activities
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Public aware of the consequences, impact and the danger of illegal gambling activities.
Indicator responsibility	Senior Manager: Law Enforcement.



ANNEXURES TO
THE ANNUAL PERFORMANCE
PLAN

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

ANNEXURE A: AMENDMENTS MADE TO THE STRATEGIC PLAN

The Entity revised the 2020 – 2025 Strategic Plan during 2020, due to the outbreak of the Covid-19 pandemic.

The amended Strategic Plan was subsequently approved by the MEC in July 2020 and the following amendments were made:

ORIGINAL

MTSF Priority	Priority 1: Capable, Ethical and Developmental State		
Outcome	Outcome Indicator	Baseline (2014 – 2019)	Five Year Target (2020 - 2025)
A sustainable, efficient and effective organisation	Percentage of compliance to disclosure of financial interests by the Board	New indicator	100%
	Number of Research Projects Completed.	New indicator	3

AMENDED

MTSF Priority	Priority 1: Capable, Ethical and Developmental State		
Outcome	Outcome Indicator	Baseline (2014 – 2019)	Five Year Target (2020 - 2025)
A sustainable, efficient and effective organisation	Percentage of compliance to disclosure of interests by the Board	New indicator	100%
	Number of Research Projects Completed.	New indicator	2

ORIGINAL

MTSF Priority	Priority 6: Social Cohesion and Safe Communities		
Outcome	Outcome Indicator	Baseline (2014 – 2019)	Five Year Target (2020 - 2025)
All modes of illegal gambling activities combatted.	Percentage of cases referred to law enforcement agencies	New Indicator	100%

AMENDED

MTSF Priority	Priority 6: Social Cohesion and Safe Communities		
Outcome	Outcome Indicator	Baseline (2014 – 2019)	Five Year Target (2020 - 2025)
All modes of illegal gambling activities combatted.	Number of cases referred to law enforcement agencies	New	500

Due to the impact on the budget as a result of the Covid-19 pandemic, the Entity has been forced to reduce the 2021/22 target for investigations on illegal gambling to zero. This has an impact on the Five Year target for Law Enforcement Business Unit and as a result, has forced us to amend the figure on the Strategic Plan as follows:

REVISED

MTSF Priority	Priority 6: Social Cohesion and Safe Communities		
Outcome	Outcome Indicator	Baseline (2014 – 2019)	Five Year Target (2020 - 2025)
All modes of illegal gambling activities combatted.	Number of cases referred to law enforcement agencies	New	265

ORIGINAL

Indicator Title	Percentage of compliance to disclosure of interests by the Board
Definition	To facilitate the annual disclosure of financial interests by the Board
Source of data	Disclosure forms completed by Non-Executives.
Method of Calculation / Assessment	Actual disclosure of financial interest forms submitted to LEDET
Assumptions	Implement accountability
Disaggregation of Beneficiaries	None
Spatial Transformation	None
Desired performance	Decisions which are ethical, objective and unbiased
Indicator Responsibility	Chief Executive Officer

Indicator Title	Number of cases referred to law enforcement agencies
Definition	This refers to investigations on cases completed and handed over to the NPA for prosecution in response to non-compliance with the gambling legislation and regulatory requirements.
Source of data	Investigation Reports, Campaign Reports and Attendance Registers.
Method of calculation & Assessment	Count the number of investigations and crime awareness campaigns conducted
Assumptions	Reduced illegal gambling activities
Disaggregation of Beneficiaries	Communities within Limpopo and Provincial Economic Sector
Spatial Transformation	Rural and Urban
Desired performance	Combatting of illegal gambling activities
Indicator responsibility	Senior Manager: Law Enforcement

AMENDED

Indicator Title	Percentage of compliance to disclosure of interests by the Board
Definition	To facilitate the annual disclosure of financial interests by the Board
Source of data	Disclosure forms completed by Non-Executives.
Method of Calculation / Assessment	Signed disclosure forms for each Board meeting
Assumptions	Implement accountability
Disaggregation of Beneficiaries	None
Spatial Transformation	None
Desired performance	Decisions which are ethical, objective and unbiased
Indicator Responsibility	Chief Executive Officer

Indicator Title	Number of cases referred to law enforcement agencies
Definition	This refers to investigations on cases completed and handed over to the NPA for prosecution in response to non-compliance with the gambling legislation and regulatory requirements.
Source of data	Investigation Reports, Court Appearance Attendance Registers
Method of calculation & Assessment	Count the number of investigations and/or court appearances per case investigated
Assumptions	Reduced illegal gambling activities
Disaggregation of Beneficiaries	Communities within Limpopo and Provincial Economic Sector
Spatial Transformation	Rural and Urban
Desired performance	Combatting of illegal gambling activities
Indicator responsibility	Senior Manager: Law Enforcement

ANNEXURE B: CONDITIONAL GRANTS

Not Applicable.

ANNEXURE C: CONSOLIDATED INDICATORS

Not Applicable.

ANNEXURE D: DISTRICT DEVELOPMENT MODEL

Not Applicable.



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