



LIMPOPO GAMBLING BOARD

STRATEGIC PLAN FOR 2020 – 2025
(Revised July 2020)

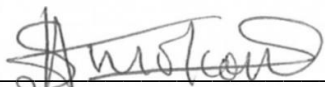


Executive Authority Statement

The Limpopo Gambling Board draws its mandate from the Constitution, especially Part A of Schedule 04. The LGB is mandated to regulate gambling in the Limpopo Province in terms of the Limpopo Gambling Act No. 03 of 2013. The priorities and commitments that the Board outlined in its Strategic Plan are aligned to the National and Provincial priorities, specifically the NDP Five-Year Implementation Plan, the 2019-2024 MTSF and the revised Limpopo Development Plan. Further, the priorities of the Board are aligned to the policy imperatives of the ruling party in the Country and the National Gambling Act (Act No. 07 of 2004).

In developing this five-year Strategic Plan, the Board and the Management underwent extensive consultations with relevant Stakeholders including the Department of Economic Development, Environment and Tourism. The Board is responsible for ensuring that the policy priorities set out in this plan are aligned to the mandate of the Department, because the Board is accountable to the Executive Authority. Yet the Executive Authority is also responsible for providing strategic direction and oversight of the Board in developing and implementing the strategic priorities and policies of the Board.

I hereby take this opportunity to endorse and approve this Strategic Plan of Limpopo Gambling Board for further processing by the relevant oversight institutions and subsequently implementation by the Board.



Honourable Thabo Mokone

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

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 has reviewed its Vision in order to collaborate with international bodies within the gambling industry. In the previous planning period, the Entity was able to achieve all the targets set annually and received unqualified audit opinions in the past 5 years. It has made a major contribution in the economic growth and addressing unemployment by the licensing of the various gambling sites. Revenue collection has improved over the years and this has assisted in fiscus health of the Province.

The Entity was able to make a difference in the lives of the poor, by contributing through the social investment programme in the villages around Limpopo Province. This has assisted in improving the quality of life of the community members.

The Entity contributes towards 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.

The preparation of the Strategic Plan was a participatory approach where engagements with various Stakeholders were held. Valuable contribution was made during these engagements.

The Strategic Plan has been revised based on the impact of Covid-19 on the entity and the gambling industry. Some of the planned targets will not be implemented during 2020/21 due the budget constraints and closure of the gambling sites during the lockdown after the declaration of the National Disaster by the President. The entity will strive to achieve more with the allocated resources and also adapt to cope with the challenges that resulted from Covid-19.



Mr. M.G. Makoko

Accounting Officer: Limpopo Gambling Board

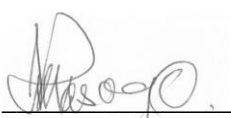
OFFICIAL SIGN OFF

It is hereby certified that this Strategic Plan:

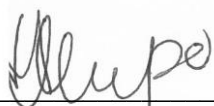
- Was developed by the Management of the Limpopo Gambling Board under the guidance of the Honourable Mr. T.A. Mokone.
- Takes into account all the relevant policies, legislation and other mandates for which the Limpopo Gambling Board is responsible.
- Accurately reflects the Impact and Outcomes which the Limpopo Gambling Board will endeavour to achieve over the period 2020 – 2025.



Mr. L.K. Mathavhane
Programme 3: Compliance



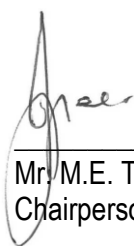
Dr. M.P. Masogo
Programme 4: Law Enforcement



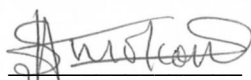
Ms. M. Molepo
Acting Chief Financial Officer / Responsible for Planning



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
CSI	Corporate Social Investment
DTI	Department of Trade, Industry and Competition
ENTITY	Limpopo Gambling Board
EPWP	Expanded Public Works Programme
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
NIA	National Institute of Auditors

NPA	National Prosecuting Authority
PDI	Previously Disadvantaged Individuals
PFMA	Public Finance Management Act
RA	Registered Auditor
RFA	Request for Application
RSA	Republic of South Africa
RTP	Return to Player
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

1. CONSTITUTIONAL MANDATE

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, 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 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 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 Board 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. RELEVANT COURT RULINGS

None

PART B: OUR STRATEGIC FOCUS

1. VISION

To be the leading, exemplary and innovative regulator in the world.

2. MISSION

To regulate the gambling industry in a responsible and ethical manner for the benefit of the people of the Province by ensuring compliance with legislation, promoting responsible gambling, and facilitating sustainable local economic development.

3. VALUES

The Limpopo Gambling Board has identified the following values as the principles that will govern behaviour of all employees within the organisation.

VALUES	DESCRIPTION
Integrity	To operate in accordance with the highest moral and ethical standards.
Responsibility	To accept responsibility towards our most important resources, our employees and to maximise the development and utilisation thereof.
Consultation	To strive towards a healthy relationship through interactive communication and consultation with our Stakeholders.
Transparency	To fulfil our obligations to our Stakeholders with honesty, integrity and transparency.
Diversity	To accept and respect the uniqueness and difference of all people and to provide a safe, positive and nurturing environment for the exploration of these differences.
Teamwork	To value the complementary talents and perspectives of the Board and personnel in achieving our objectives.

4. 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, 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 up of sports betting in the United States of America, online gambling, 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.

The global gambling market is expected to reach revenues of over \$525 billion by 2023, growing at a compound annual growth rate of approximately 4% during 2017-2023. 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 over the next five years.

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 or 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 Twitch. 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. Also 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

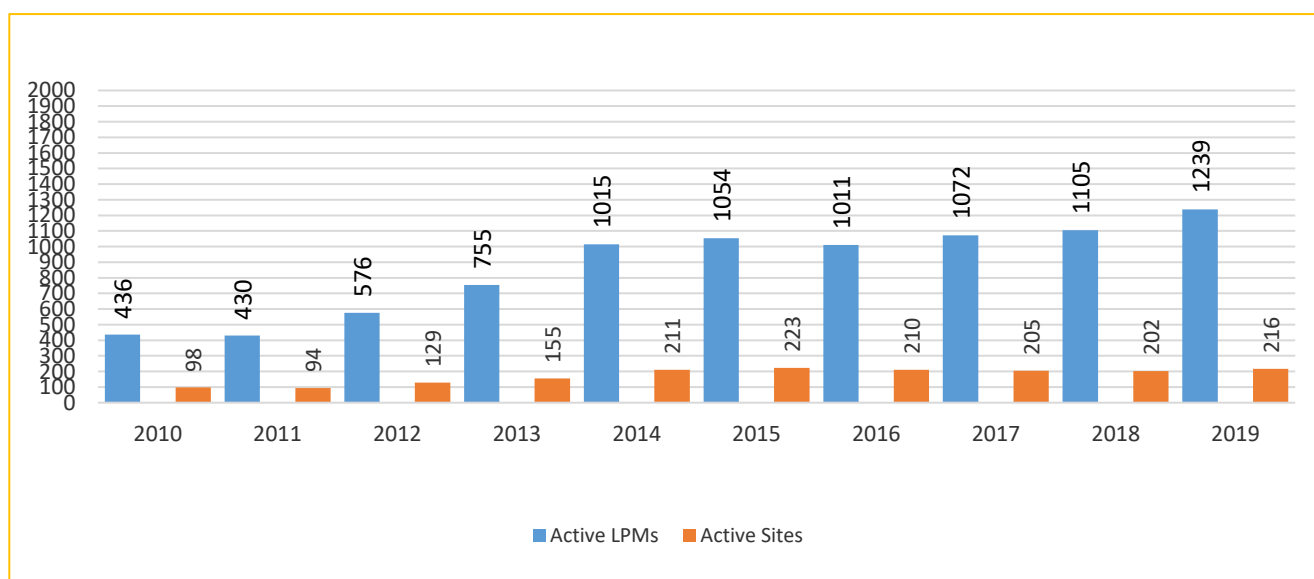
The LGB licensed five Bingo Operators and seven Bingo Sites to operate in Lephalale, Bela Bela, Senwabarwana, Musina, Tzaneen, Phalaborwa and Groblersdal. Collectively they are licensed to operate a minimum of 851 Bingo seats and a Maximum of 2 800 Bingo seats.

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, with 150 Slot machines and 8 tables. 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.

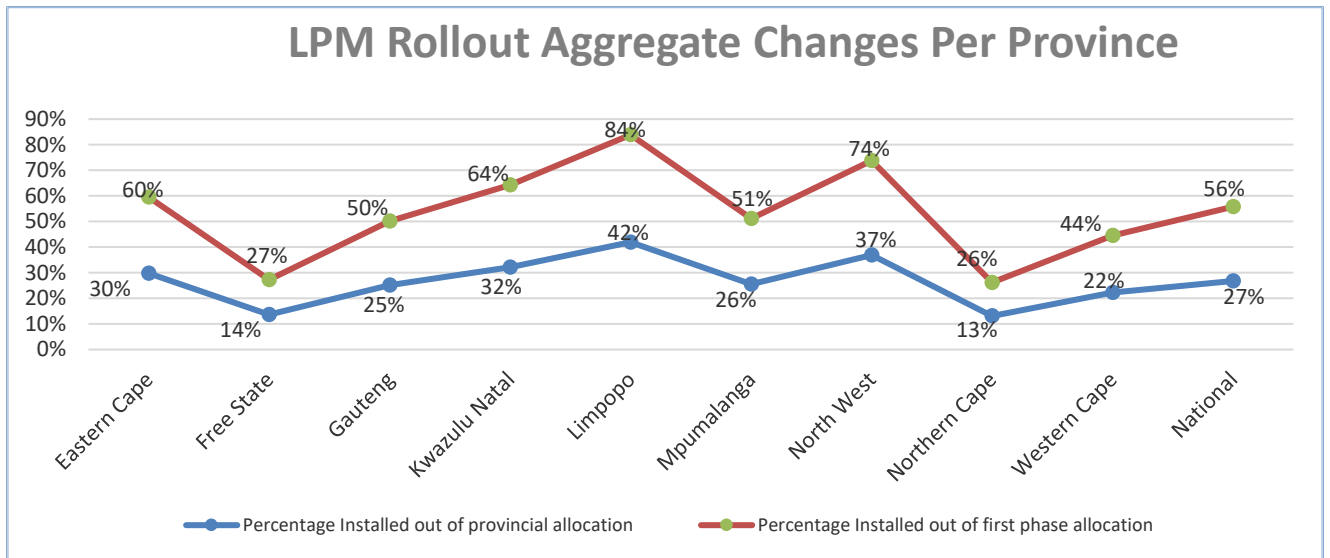
The prominent rise of illegal online gambling facilities in Limpopo poses a threat to Licensed gambling entities, as they contribute to the reduction of revenue generated by Licensed entities and in some cases closure of the Licensed sites, due to declining revenues.

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

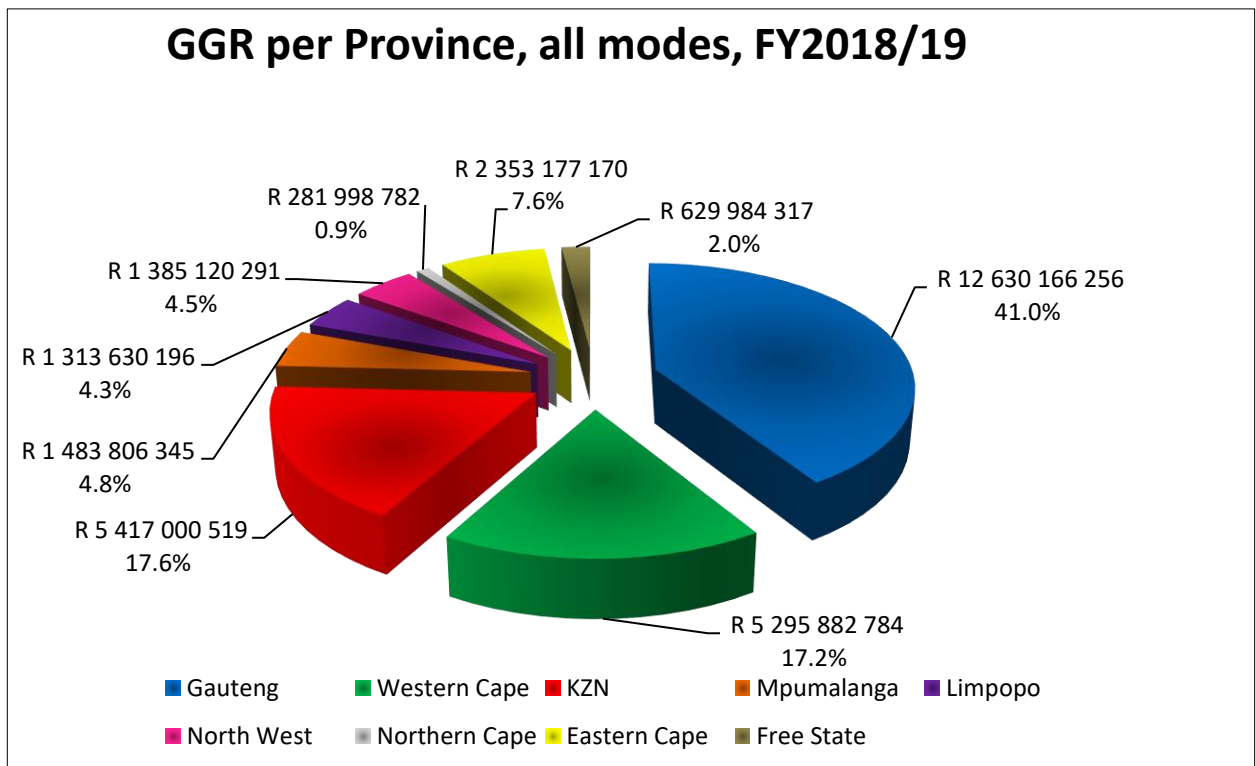
Overall 84% of the first phase LPM allocation had been rolled out by the end of the second quarter of 2019/20, and this constitutes 42% of the total LPM allocation for Limpopo.



Source: National Gambling Board

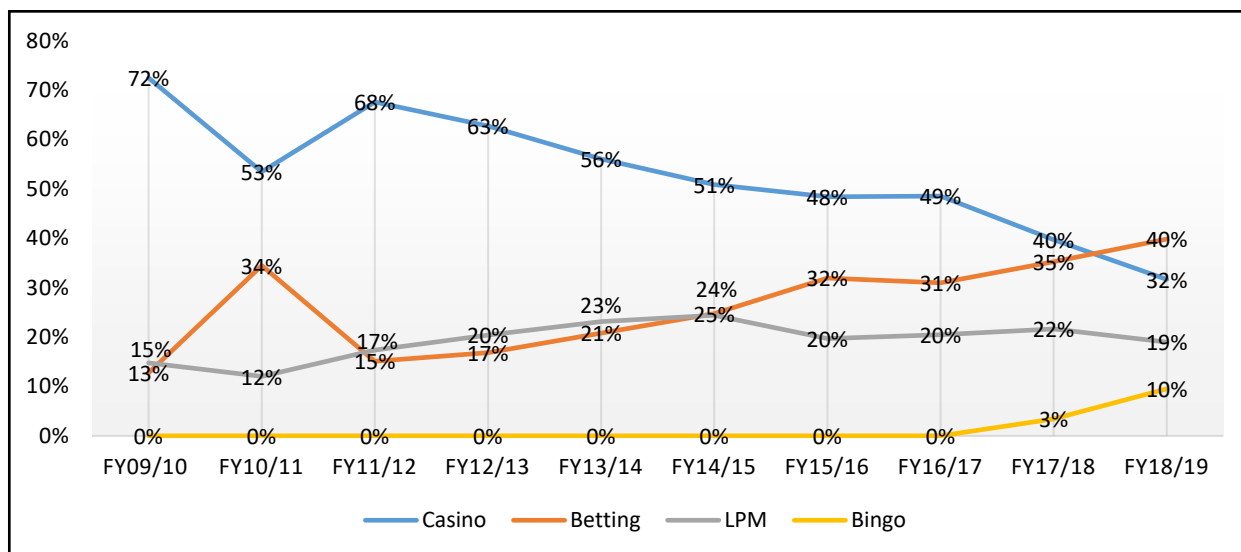
The Minister of the DTI will conduct a socio-economic impact study of LPMs in Limpopo prior to giving a directive on Phase 2 of LPMs licensing in Limpopo.

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



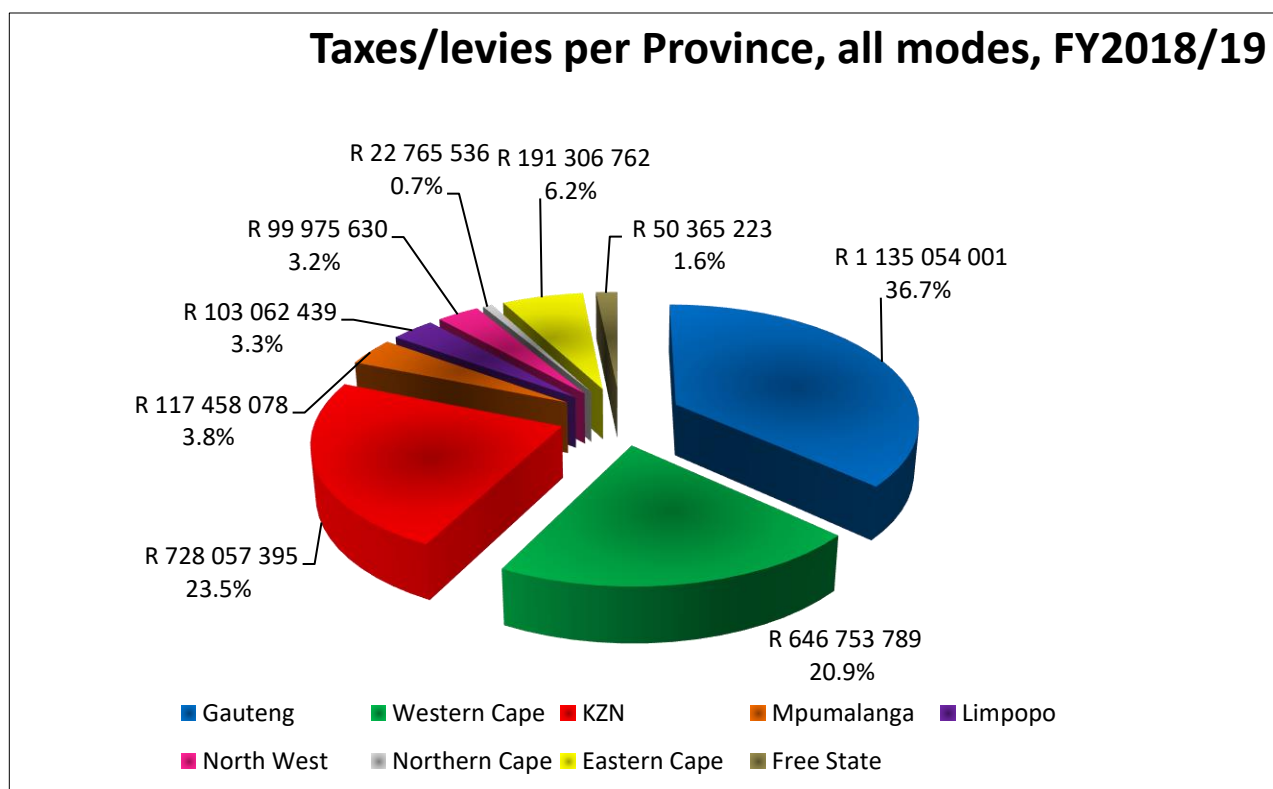
Source: National Gambling Board

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

The 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 Provincial Commissioner of the SAPS with an intention of formulating a Provincial task team. Communications in this regard are in an advanced stage.

The Entity implemented the following measures to counter-act illegal gambling:

- 466 crime awareness campaigns,
- raided and opened cases in respect of 16 sites that were doing online / computer or server based illegal gambling, and
- investigated 1 995 cases of illegal gambling during the previous five years.

The above interventions resulted in the arrest of 507 culprits; payment of admission of guilt fines; confiscation of 507 illegal gambling machines; and money (proceeds from illegal gambling).

Challenges

- Lack of effective legislation relating to online/computer/server based illegal gambling;
- Fragmented approach in investigating illegal gambling in South Africa (there are currently eleven legislations in RSA);
- Illegal gambling activities are prioritised by the SAPS under minor offences;
- Modus operandi of illegal online gambling operators, of referring cases to the North Gauteng High Court under urgent application.

5. 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 Board by allowing the Board to take its own decisions in terms of legislation governing the Board.
Economic	1. Licensing of online gambling.	1. High unemployment 2. Low economic growth 3. Illegal gambling 4. Labour Disputes	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.
Social	1. Job creation through Participation in EPWP and issuing of Licences 2. Availability of budget for Community Social Investment	1. Community Unrest 2. Retrenchments by operators. 3. Excessive/irresponsible gambling 4. Proliferation of Gambling	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
Technology	1. 4 th Industrial Revolution and advancement in technology.	1. 4 th Industrial Revolution	1. Upskilling of staff 2. Automation of processes. 3. Collaboration with Departments and other Entities
Legal	1. Amended National Gambling Bill 2. Partnership with the judiciary and social departments.	1. Outdated Legislation 2. Amended National Gambling Bill does not address interactive gambling	1. Prioritisation of duties to review legislation. 2. DTI to review legislation frequently.
Environment	1. Implementation of the green economy	1. Climate Change	1. Moving towards a paperless and green environment.

6. INTERNAL ENVIRONMENT ANALYSIS

(PFILMS)

	Strength (Internal)	Weaknesses (Internal)	Strategy to address weaknesses and sustain strengths
Personnel	<ol style="list-style-type: none"> 1. Competent and skilled staff 	<ol style="list-style-type: none"> 1. Lack of staff capacity 2. Inadequate performance Management and development system. 3. Low Staff Morale 4. Inadequate resources (working tools) 	<ol style="list-style-type: none"> 1. Review of Organisational Structure and filling of positions 2. Optimal usage of the Performance Management System 3. Compulsory and Mandatory programs 4. Attendance of training and conferences to be attended by relevant employees performing those functions. 5. Proper compensation and Performance bonus 6. Reprioritisation of the budget
Finance	<ol style="list-style-type: none"> 1. Significant contribution towards Provincial Revenue 2. Compliant Licensees 	<ol style="list-style-type: none"> 1. Grant Dependent 	<ol style="list-style-type: none"> 1. Funding through own revenue. 2. Reprioritisation of the budget based on the needs and performance of the Entity
Infrastructure	<ol style="list-style-type: none"> 1. Green economy compliant building 2. Modernisation (Operations Management System, Audit Software, Data Analysis Software) 	<ol style="list-style-type: none"> 1. Unsafe Building 	<ol style="list-style-type: none"> 1. Proper building maintenance 2. Compliance with occupancy procedures and the Health and Safety Act.
Leadership	<ol style="list-style-type: none"> 1. Functional Board 2. Competent Management 3. Consultative leadership 	<ol style="list-style-type: none"> 1. Lack of Succession Planning 2. Law Enforcement Business Unit not reporting to any governance structure 	<ol style="list-style-type: none"> 1. Development and implementation of succession plan (Identification of successors). 2. Prioritisation of internal staff for vacant positions. 3. Review of organisational structure hierarchy. 4. Amend the Charter for the Compliance and Licensing Committee to include Law Enforcement Business Unit matters
Management	<ol style="list-style-type: none"> 1. Objective supervision and decisions 2. Effective policies in place 3. Organisational structure in place 4. Unqualified audit opinion. 5. Recognised Labour Union 	<ol style="list-style-type: none"> 1. Management override of subordinate recommendations 2. Lack of adherence to timeframes. 3. Vague policies (Different interpretation). 4. Lack of transparency in communication. 5. Labour Union influence 	<ol style="list-style-type: none"> 1. Consequence Management 2. Dissemination of Information to all internal Stakeholders 3. Development of communication strategy 4. Management to involve subordinates on issues. 5. 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

6.1. Organisational environment:

The following are the eight (8) critical posts

CEO

CFO

Senior Manager Finance

Senior Manager Compliance

Senior Manager Legal Services

Senior Manager Law Enforcement

Senior Manager Corporate Services (Vacant)

Company Secretary (Vacant)

The Board appointed ten interns for a period of two years.

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		X			
2	Manager CEO		X			
3	Senior Corporate Manager				X	
4	Labour Relations Manager					X
5	Manager Law Enforcement			X		
6	HR Officer				X	
7	Finance Administrator					X
8	Compliance Auditors (X2)			X	X	
9	Investigation Officer					X
10	Licensing Officer				X	
11	Inspector Gambling Control				X	
12	Supply Chain Officer					X

Challenges:

The Board has 13 vacant posts. Two will be filled in 2019/20 Financial Year and the eleven (11) vacant posts have been prioritised for outer years as indicated above.

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

6.2. 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)
- Department of Trade, Industry and Competition
- Provincial Treasury
- Office of the Premier
- National Gambling Board
- South African Responsible Foundation and Gambling operators

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

May 2019	Training with Office of the Premier at Swadini on Strategic Planning.
July 2019	2020 MTEF Budget Guide Training
August – September 2019	Business Unit Strategic Planning Sessions.
September 2019	Meeting with LEDET discussing the reviewed 2019/20 APP.
September 2019	LGB Strategic Planning Session
September 2019	Training with DPME on Strategic Planning
October 2019	MTEF Committee Hearings
October 2019	Strategic Planning Session with Senior Management
October 2019	First Draft 2020/21 APP and 2020-25 Strategic Plan submitted to LEDET.
November 2019	Consultative session with gambling operators
November 2019	Strategic Planning session with the Board.
February 2020	Submission of the 2020/21 APP and 2020-25 Strategic Plan to the Board for approval.
February 2020	Assessment feedback and additional training from OTP & DPME
February/March 2020	Finalisation and approval of 2020/21 APP and 2020-2025 Strategic Plan by the MEC.
March 2020	Submission of approved 2020/21 APP and 2020-2025 Strategic Plan to the Legislature for tabling.

PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PERFORMANCE INFORMATION

2. IMPACT STATEMENTS

Impact Statement	A regulated, fully compliant and socially responsible gambling environment in Limpopo.
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3. MEASURING OUR OUTCOMES

PROGRAMME 1: GOVERNANCE

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%
	Percentage of compliance to disclosure of financial interests by Executive Management	New indicator	100%
	Number of Research Projects Completed.	New indicator	2

PROGRAMME 2: FINANCE

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	Unqualified Audit outcome	New indicator	5

3.1. Explanation of Planned Performance over the five-year Planning Period

This programme provides the overall support and Management of the Entity in accordance with the Limpopo Gambling Act, the PFMA and other relevant legislation in order to achieve the mandate of the institution.

This programme provides support to the core programmes in order to achieve the mandate of the institution by providing guidance to all other Business Units with regard to 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 other Stakeholders.

All Board Members and Executive Management will be required to complete and submit financial disclosures in order 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, specifically 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. An unqualified audit outcome is a sign of a sustainable, efficient and effective organisation.

To achieve all these strategic outcomes and impact, the Entity will require the necessary resources such as the funds, ICT tools and manpower to be able to discharge its constitutional responsibilities.

PROGRAMME 3: COMPLIANCE

MTSF Priority	Priority 2: Economic Transformation and Job Creation Priority 7: A Better Africa and World		
Outcome	Outcome Indicator	Baseline (2014 – 2019)	Five Year Target (2020 - 2025)
Transformed gambling industry that creates sustainable jobs in Limpopo.	Percentage of Licensees on level 2 BBBEE Status	New indicator	100%
	Number of new job opportunities created	New indicator	140
Responsible gambling and compliance with legislations improved in Limpopo.	Percentage of compliance with legislations by Licensees	New indicator	98%
Improved Local and International relations with other gambling regulators and related institutions.	Functional Memorandum of Understanding / Agreements in place	New indicator	10

3.2. Explanation of Planned Performance over the five-year Planning Period

From the onset when gambling was legalised, the ownership structure of the gambling industry was generally not transformed, thus excluding the 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 450 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 and eventually contributing 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.

PROGRAMME 4: LAW ENFORCEMENT

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

3.3. Explanation of Planned Performance over the five-year Planning Period

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

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

The 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 aimed at society.

The Unit is ensuring the involvement of NPA at the beginning of the investigation, Assets Forfeiture Units from both SAPS and NPA, 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. Having a collaboration with these legal structures will assist the Entity to achieve the identified MTSF priority number 5. 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 Unit, to function effectively. In addition, collaboration with all relevant law enforcement agencies in the Country is key.

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

4. KEY RISKS AND MITIGATIONS

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
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 ENTITITES

Name of Public Entity	Mandate	Outcomes
Not Applicable		

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

PROGRAMME 1: GOVERNANCE

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	Percentage of compliance to disclosure of financial interests by Executive Management
Definition	To facilitate the annual disclosure of financial interests by Executive Management.
Source of data	Disclosure forms completed by 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 Research Projects Completed.
Definition	To conduct and complete empirical research projects on various topics to assist the Board in planning and decision-making, informed by the outcome of evidence-based research. The research focus areas would include transformation of the gambling industry, promotion of responsible gambling, the impact of illegal gambling activities and technological impact of the Fourth Industrial Revolution in the gaming industry.
Source of data	Research reports, books, journals articles
Method of Calculation / Assessment	Simple counting of number of research projects completed.
Assumptions	The LGB Board is able to plan on the basis of empirical research.
Disaggregation of Beneficiaries	None
Spatial Transformation	None
Desired performance	Informed decision-making based on empirical research evidence.
Indicator Responsibility	Chief Executive Officer

PROGRAMME 2: FINANCE

Indicator Title	Unqualified Audit outcome
Definition	To maintain a professional and financially transparent and accountable administration demonstrated by an unqualified audit outcome report
Source of data	Audit reports
Method of Calculation / Assessment	Assess the audit opinion expressed by the auditors on the Annual Financial Statements and the reported performance on predetermined outcomes/objectives.
Assumptions	The Board has a professional, transparent and accountable administration The Annual Financial Statements are prepared in accordance with the applicable laws, regulations and policies including international accounting standards.
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Desired performance	Sustained unqualified audit outcome
Indicator Responsibility	Chief Financial Officer

PROGRAMME 3: COMPLIANCE

Indicator Title	Percentage of Licensees on level 2 BBBEE Status
Definition	To ensure Licensees improve the level of compliance with the BBBEE Act by reaching level 2 BBBEE status.
Source of data	Licence Conditions and Annual BBBEE Certificates
Method of calculation & Assessment	Assess the Licensees' BBBEE level
Assumptions	The Licensees will progressively improve the BBBEE level
Disaggregation of Beneficiaries	Previously Disadvantaged Individuals
Spatial Transformation	None
Desired performance	Improved BBBEE level performance to BBBEE level 2
Indicator responsibility	Senior Manager: Compliance

Indicator Title	Number of new job opportunities created
Definition	New jobs created through the issuing of new corporate Licences and opening of new licensed sites.
Source of data	Corporate Licences issued, Quarterly Management reports or Licence Conditions of new Licences issued.
Method of calculation & Assessment	Simple count of the total number of jobs created
Assumptions	More direct jobs will be created by Licensees through corporate Licences issued
Disaggregation of Beneficiaries	None
Spatial Transformation	None
Desired performance	More direct jobs created by the gambling industry
Indicator responsibility	Senior Manager : Compliance

Indicator Title	Percentage of compliance with legislations by Licensees
Definition	Regulatory audits and inspections conducted to monitor the Licensees' level of compliance with the Limpopo Gambling Act no. 3 of 2013, National Gambling Act no. 4 of 2007, Limpopo Gambling Rules, Broad Based Black Economic Empowerment Act no 53. of 2003, Financial Intelligence Act no. 31 of 2001 and other related legislations
Source of data	Audit and Inspection reports and Quarterly Management reports
Method of calculation & Assessment	Check the level of compliance of each audited or inspected Licensee
Assumptions	Licensees will improve the level of compliance with legislations
Disaggregation of Beneficiaries	None
Spatial Transformation	None
Desired performance	Licensees will reach 95% level of compliance
Indicator responsibility	Senior Manager : Compliance

Indicator Title	Functional Memorandum of Understanding/Agreements in place
Definition	To establish and maintain formal collaborations with local and international Gambling Regulators, and other related institutions for the purpose of benchmarking and collaborating on various regulatory and research issues.
Source of data	Memorandum of Understanding, Correspondence and Board resolutions
Method of calculation & Assessment	Count and review number of Memorandum of Understanding, Correspondence and Board resolutions
Assumptions	The LGB will build good relationships with other Regulators and other related institutions.
Disaggregation of Beneficiaries	None
Spatial Transformation	None
Desired performance	Effective collaboration with other Regulators and related institutions
Indicator responsibility	Senior Manager : Compliance

PROGRAMME 4: LAW ENFORCEMENT

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

ANNEXURES TO THE STRATEGIC PLAN

ANNEXURE A: DISTRICT DEVELOPMENT MODEL

Areas of Intervention	Five-Year Planning Period					
	Project Description	Budget Allocation	District Municipality	Location: GPS Coordinates	Project Leader	Social Partners
Not Applicable						

NOTES

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