

ANNUAL PERFORMANCE PLAN 2025/26



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EXECUTIVE AUTHORITY STATEMENT



It is my singular pleasure and honour to present to this August House, the 2025/26 Annual Performance Plan of the Limpopo Gambling Board (LGB). This Annual Performance Plan reflects the shared and compelling strategic intents and priorities as well as the targets of the Limpopo Gambling Board. The Plan also serves to contribute to and catalyse the realisation of the priorities of the 7th Administration, which was set out our Five-Year Strategic Plan of the Board. The Limpopo Gambling Board is a Schedule 3C Entity, which operates in terms of the Public Finance Management Act (PFMA) of 1999 and the Limpopo Gambling Act of 2013. The primary role of the Limpopo Gambling Board is to licence, regulate and monitor the operations of the gambling industry in the province to ensure full compliance with the law and regulations that govern the industry. In addition, the Board contributes significantly to economic growth and poverty reduction in Limpopo province, as it creates and sustains jobs directly or indirectly and collects revenue through taxation, which in turn contributes significantly to the provincial fiscus. The transformation of the gambling industry remains a key priority in the strategic outcomes of the Board for the current planning cycle. Therefore, the involvement of communities in this regard remains vital, especially in areas where gambling operators do their business.

The gambling industry also plays a key role in the balance between job creation and socio-economic development within the sector. We have previously implemented the CSI projects in collaboration with the licensees and we commit to continue this work in the current financial year and beyond by collaborating with the industry in a quest to improve the socio-economic well-being of our communities, especially historically excluded communities. The key objective of the Limpopo Gambling Board, as stated in terms of the PFMA, is to ensure that while licencing and regulating the sector, among other things, the Board ensures that the industry promotes responsible gambling among the punters. Addiction to gambling has a negative consequence not only on punters, but also on their dependants. The LGB shall continue to work collaboratively with stakeholders such as the South African Responsible Gambling Foundation (SARGF) and the Department of Social Development to cascade the message of irresponsible gambling dangers such as gambling addiction. The other role bestowed on the Limpopo Gambling Board is to ensure that the Board intensify its efforts to curb and eradicate illegal gambling activities such as online illegal gambling. We commit to work tirelessly around the clock, closely and collaboratively with other law enforcement agencies and the extended spy network within the sector to deal with illegal gambling. This Annual Performance Plan of the Limpopo Gambling Board holds a great degree of significance. It outlines the paths on which the Board would proceed to attain its strategic goals amid a challenging economy. Be that as it may, our tactical planning for the realisation of our strategic objectives remains sacrosanct in this regard.

Congratulations and compliments to the Chief Executive Officer of the Limpopo Gambling Board, Mr Gregory Makoko, and the Board of Directors led by Mr Elijah Tjiane for steering the Board in the right direction. Limpopo Gambling Board continues to be a shining light in the province's body of public entities, and it is all thanks to the stewardship provided by the CEO and the Board. Let us continue working together on this journey, providing exemplary good governance and leadership to the people of Limpopo province. This Annual Performance Plan has been prepared within the context of the Board's new Strategic Plan for the next five-year period, which is aligned to the priorities and outcomes in the National Development Plan, the Limpopo Development Plan and the draft 2024-2029 Medium-Term Development Plan. The adoption of this Annual Performance Plan will make it possible for the Board to move forward in realising its strategic objectives and key results areas within the specified targets.

A handwritten signature in black ink, appearing to read 'T. Matibe', written over a horizontal line.

Honourable T.B. Matibe
MEC for Economic Development, Environment and Tourism

CHIEF EXECUTIVE 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 main mandate of the Entity is to regulate gambling and promote responsible gambling in the province. The performance targets as set by the Entity in the Annual Performance Plan contribute towards the priorities as outlined in the National Development Plan, Medium-Term Development Plan and the Limpopo Development Plan.

The preparation of the Annual Performance Plan was developed in line with the 2025–2030 Strategic Plan and in consultation with stakeholders in the gambling industry.

The Entity will focus on the following priorities during 2025/26:

Sustain good governance and maintain clean audit outcomes through the improvement of the internal processes, systems and policies.

- Improve organisational performance by implementing productivity enhancement initiatives and performance management systems.
- Consider additional applications for Limited Pay-out Machine licences and other modes of gambling depending on the outcome of the socio-economic study. This would contribute towards economic growth and job creation.
- Monitor and audit the operations of the gambling licensees to enhance regulatory compliance and ensure that licensees comply with the licence conditions.
- 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 enhancing strategy, investigating cases of illegal gambling and creating awareness about illegal gambling in collaboration with law enforcement agencies.

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

Mr. M.G. Makoko
Chief Executive Officer

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

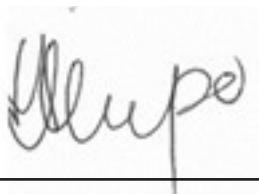
- Was developed by the Management of the Limpopo Gambling Board under the guidance of the Honourable Mr. T.B Matibe.
- Takes into account all the relevant policies, legislation and other mandates for which the Limpopo Gambling Board is responsible.
- Accurately reflects the Outcomes and Outputs which the Limpopo Gambling Board will endeavour to achieve over the 2025/26 period.



Mr. L.K. Mathavhane
Programme 3: Compliance



Ms. E. Hlangwini
Programme 4: Law Enforcement



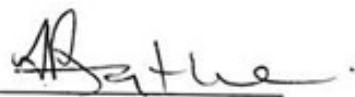
Ms. M. Molepo
Chief Financial Officer / Programme 3: Finance



Mr. M.G. Makoko
Chief Executive Officer / Programme 1: Governance



Mr. M.E. Tjiane
Chairperson



Mr. T.B. Matibe
Executive Authority: Department of Economic Development, Environment and Tourism

LIST OF ABBREVIATIONS/ACRONYMS

4IR	4th Industrial Revolution
AGSA	Auditor-General of South Africa
AI	Artificial Intelligence
AML	Anti-Money Laundering
APP	Annual Performance Plan
AR	Augmented Reality
ATF	Anti-Terrorism Financing
BBBEE	Broad-Based Black Economic Empowerment
BO	Beneficial Ownership
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
DNFBP	Designated Non-Financial Business and Professions
CSI	Corporate Social Investment
DNFBP	Designated Non-Financial Business and Professions
DTIC	Department of Trade, Industry, and Competition
ENTITY	Limpopo Gambling Board
FATF	Financial Action Task Force
FICA	Financial Intelligence Centre
FLASH	Firearm, Liquor and Second-Hand Goods
GGR	Gross Gaming Revenue
GNU	Government of National Unity
HR	Human Resources Management
IA	Internal Audit
IAGR	International Association of Gambling Regulators
ICT	Information Communications Technology
LDP	Limpopo Development Plan
LEDET	Limpopo Department of Economic Development, Environment and Tourism
LGB	Limpopo Gambling Board
LPM	Limited Pay-out Machines
MCS	Monitoring and Control Systems
MEC	Member of Executive Council
MTDP	Medium Term Development Plan
MTEF	Medium-Term Expenditure Framework
NDP	National Development Plan
NGB	National Gambling Board
NPA	National Prosecuting Authority
PDI	Previously Disadvantaged Individuals
PESTLE (Analysis Tool)	Political, Economic, Social, Technological, Legal and Environmental

LIST OF ABBREVIATIONS/ACRONYMS

PFILMS (Analysis Tool)	Personnel, Finance, Infrastructure, Leadership, Management and Systems
PFMA	Public Finance Management Act
POPIA	Protection of Personal Information Act
PWA	Progressive Web Apps
RA	Registered Auditor
RSA	Republic of South Africa
SAPS	South African Police Service
SAQA	South African Qualifications Authority
SARGF	South African Responsible Gambling Foundation
SARS	South African Revenue Service
SCM	Supply Chain Management
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprises
TR	Treasury Regulations
VR	Virtual Reality





PART A:
OUR MANDATE

1. 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.

PUBLIC FINANCE MANAGEMENT ACT, NO. 1 OF 1999

The Public Finance Management Act is used 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 license, 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 licencing 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 Combatting 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 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).

2. 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. As one of the government entities in Limpopo, LGB 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 7th administration for implementation.

b) Limpopo Development Plan (LDP)

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.

c) Medium-Term Development Plan (MTDP) 2024-2029

The MTDP is the governments' monitoring framework for the NDP Five-Year Implementation Plan for the current 7th government administration. The MTDP reflects the commitments of the ruling political party, the Government of National Unity (GNU), 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 MTDP sets out the tone for the implementation of three key focus areas of this government as outlined through the State of the Nation Address in 2024. In other words, the MTDP 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: Inclusive Growth & Job Creation,
- Priority 2: Reduce Poverty & Tackle High Cost of Living,
- Priority 3: Build a Capable, Ethical & Developmental State.

d) 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, these 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 finalised by LEDET.

However, the Constitutional Court Case of 'CASINO ASSOCIATION OF SOUTH AFRICA AND OTHERS, MEMBER OF THE EXECUTIVE COUNCIL FOR ECONOMIC DEVELOPMENT ENVIRONMENT CONSERVATION AND TOURISM, AND OTHERS [2023] ZACC 39' has delayed the promulgation of the Limpopo Gambling Regulations. The implication of the judgment is that the revised fees and levies as contained in the new Regulations must now be included in a Money Bill and may no longer be prescribed by the MEC. The process to make the necessary changes to the new regulations has already commenced.

3. RELEVANT COURT RULINGS

None.



PART B:
**OUR STRATEGIC
FOCUS**

1. SITUATIONAL ANALYSIS

GLOBAL GAMBLING OUTLOOK

The LGB is a member of the International Association of Gambling Regulators (IAGR), which consists of representatives from gambling jurisdictions throughout the world. Its mission is to advance the effectiveness and efficiency of gambling regulation. The association 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. The LGB benefits from conferences, workshops and networking sessions organised by IAGR, as well as collaborations with fellow jurisdictional members.

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 and the role played by technological advancements in the process towards gambling regulation.

OVERVIEW OF THE GLOBAL GAMBLING INDUSTRY

The global gambling sector in 2025 is poised for robust growth, driven by technological advancements, evolving consumer preferences and expanding regulatory frameworks in new markets. With a market size that surpassed \$260 billion in 2024, the sector is expected to continue its upward trajectory, propelled by both traditional gambling formats and innovative digital offerings.

KEY TRENDS AND DEVELOPMENTS

Digital Transformation and Online Gambling

Online gambling remains the fastest-growing segment and is supported by the widespread adoption of smartphones and increased internet penetration. In 2025, the global online gambling market has been valued at approximately \$95 billion and is projected to grow at a compound annual growth rate (CAGR) of 10-12% through to 2030. Key drivers include the rise of mobile-first gaming platforms, live dealer games and personalised user experiences powered by artificial intelligence (AI).

Emergence of New Markets

Regulatory liberalisation in emerging economies, particularly in Latin America, Africa and parts of Asia, is unlocking significant growth opportunities. Countries such as Brazil, India and Nigeria are expected to become major hubs for gambling activities, given their large populations and increasing disposable incomes.

The United States continues its rapid expansion in sports betting following the Supreme Court's 2018 decision to strike down the federal ban. By 2025, over 30 states had legalised sports betting, contributing to an estimated \$10 billion in annual revenue from this segment alone.

Technological Innovation

Blockchain technology is transforming the gambling industry by enhancing transparency and security. Decentralised platforms and cryptocurrency-based transactions are becoming increasingly popular among tech-savvy gamblers.

The integration of virtual reality (VR) and augmented reality (AR) technologies is creating immersive gambling experiences, especially in casino gaming. VR casinos are anticipated to capture a larger share of the market, with user engagement levels significantly higher than traditional online platforms.

Focus on Responsible Gambling

Governments and operators are increasingly prioritising responsible gambling initiatives to address growing concerns over addiction and financial harm. Enhanced AI tools are being deployed to monitor user behaviour, while stricter age-verification protocols and spending limits are being enforced globally.

E-Sports Betting and Gamification

The popularity of e-sports betting has surged, with an appeal to groups with younger demographics who engage in gaming culture. By 2025, the global e-sports betting market was valued at over \$20 billion, with continued growth expected as new games and tournaments emerge. Gamification elements, such as loyalty rewards, challenges and in-game achievements, are being incorporated into gambling platforms to enhance user retention and satisfaction.

MAJOR FORECASTS FOR THE NEXT FIVE YEARS

Revenue Growth

The global gambling market is forecast to exceed \$350 billion by 2030. This is driven by a CAGR of 6-7%. Online gambling is expected to account for over 30% of the total market by the end of the decade. Asia-Pacific is expected to remain the largest regional market, with North America and Europe following closely behind. Emerging markets in Latin America and Africa are expected to exhibit the highest growth rates.

Product Innovation

Skill-Based Gambling: Games that blend gambling with skill-based mechanics, such as poker and fantasy sports, will gain traction among younger, tech-savvy audiences.

AI-Driven Personalisation: Gambling platforms will increasingly use AI to deliver tailored recommendations, predictive analytics and real-time customer support.

VR and AR Casinos: The adoption of VR and AR will accelerate, with major operators investing heavily in creating fully immersive digital casinos that mimic real-life gambling environments.

Hybrid Models: The convergence of traditional and digital gambling, such as live streaming of physical casino games to online players, will bridge the gap between physical and virtual experiences.

Consolidation and Partnerships

The gambling sector is expected to witness significant mergers and acquisitions as larger operators seek to expand their market share and diversify offerings. Partnerships between technology providers and gambling operators will also play a pivotal role in driving innovation.

Regulatory Evolution

As more governments recognise the economic potential of legalised gambling, regulations will continue to evolve. However, stringent measures are anticipated to be implemented to ensure player protection and combat illegal gambling activities.

CHALLENGES FACING THE SECTOR

Despite its optimistic outlook, the gambling sector faces several challenges:

- a) Regulatory Uncertainty: Sudden policy shifts or stringent regulations in key markets could impact revenue streams.
- b) Cybersecurity Threats: The increasing reliance on digital platforms exposes operators to heightened risks of cyberattacks.
- c) Social Stigma: Negative perceptions of gambling in certain cultures may hinder growth in specific regions.
- d) Economic Factors: Global economic instability or reduced disposable incomes could dampen gambling expenditure.

Overall, the global gambling sector in 2025 and beyond is therefore characterised by dynamic growth and innovation, driven by digital transformation and expanding market access. While challenges persist, the industry's ability to adapt to changing consumer demands and leverage technological advancements positions it for a promising future. Over the next five years, operators and stakeholders will need to navigate regulatory landscapes, embrace responsible gambling practices and invest in cutting-edge solutions to stay competitive in this rapidly evolving industry.

GAMBLING IN AFRICA

The gambling sector in Africa is undergoing a significant transformation, characterised by rapid growth, technological adoption and regulatory developments. With a young population, increasing internet penetration and rising disposable incomes, Africa presents a fertile ground for the expansion of gambling activities. By 2025, the sector is expected to experience substantial growth, driven by online gambling, sports betting and advancements in technologies such as artificial intelligence (AI) and big data.

KEY DRIVERS OF GROWTH

Emergence of New Markets

- Regulatory Reforms: Several African countries, including Nigeria, Kenya and South Africa, are revising their gambling regulations to accommodate new forms of betting and improve market transparency.
- Untapped Potential: Countries such as Ghana, Uganda and Tanzania are emerging as new markets for gambling due to their expanding middle-class populations and growing urbanisation.
- Investment Attractiveness: Improved economic stability and government support are attracting foreign and domestic investments in the gambling industry.

Online Gambling and Mobile Gaming

- Africa's burgeoning mobile-first economy is a significant driver of online gambling. With mobile penetration exceeding 50% in many countries, operators are leveraging mobile platforms to reach a wider audience.
- Online gambling, particularly casino games and poker, is growing in popularity due to the convenience it offers to players who can gamble from the comfort of their homes. However, this is not the case in South Africa since interactive gambling is still illegal. At the same time, online betting is permitted since the internet is used as the conduit for betting.
- LIMPOPO GAMBLING BOARD ANNUAL PERFORMANCE PLAN 2025/26 Page 18 of 73
- Affordable smartphones and data plans are enabling more users to access gambling platforms, which has fuelled a projected CAGR of 12-15% in online gambling revenue through to 2030.

Sports Betting Dominance

Sports betting is the leading segment in Africa's gambling industry, with football (soccer) being the most popular sport among bettors. Markets in countries such as Nigeria, Kenya and South Africa are particularly lucrative, with sports betting accounting for over 40% of total gambling revenue in the region. Live betting and in-play wagering are emerging trends that appeal to the younger, tech-savvy population.

Technological Advancements

Artificial Intelligence (AI)

AI is playing a pivotal role in enhancing user experience through personalised recommendations, chatbots for customer support and fraud detection mechanisms. AI-powered tools are also being used for responsible gambling initiatives, identifying patterns of problematic behaviour and issuing timely interventions.

Big Data Analytics

Operators are leveraging big data to analyse customer preferences and behaviour, enabling them to offer tailored promotions and games. Data analytics is also aiding in market segmentation, helping companies identify the most lucrative demographics and regions.

Blockchain and Cryptocurrencies

Blockchain technology is gaining traction in Africa, offering secure, transparent, and decentralized gambling platforms. Cryptocurrency payments are becoming popular, particularly in regions where traditional banking infrastructure is underdeveloped. This trend is enhancing accessibility for unbanked populations.

Mobile-Optimized Platforms

Mobile gaming platforms are being developed with a focus on user-friendly interfaces and localized content, catering to the diverse cultural and linguistic landscape of Africa. Progressive web apps (PWAs) are emerging as a cost-effective alternative to native apps, providing a seamless experience even on low-end devices.

Virtual Reality (VR) and Augmented Reality (AR)

While still in its nascent stages, VR and AR technologies are being explored by African operators to create immersive gambling experiences, particularly in online casinos.

Collaborations and Partnerships

Cross-Industry Collaborations

Partnerships between gambling operators and telecommunications companies are facilitating the rollout of mobile-friendly platforms and payment solutions. Collaboration with fintech firms is enabling innovative payment methods, such as mobile money and cryptocurrency transactions.

Government and Private Sector Initiatives

Governments are working with private operators to regulate the industry, ensuring responsible gambling and the prevention of illegal activities. Public-private partnerships are fostering the development of infrastructure, such as data centres and broadband networks, to support the growth of online gambling.

Challenges and Risks

a) Regulatory Uncertainty

The lack of uniform regulations across African countries creates barriers for operators looking to expand across the continent. Corruption and bureaucratic inefficiencies could further complicate the regulatory environment.

b) Social and Cultural Resistance

Gambling faces opposition in some communities due to cultural and religious beliefs, which could hinder its growth in specific regions.

c) Problem Gambling and Addiction

The rapid growth of gambling, particularly online platforms, raises concerns about addiction and its social consequences. Efforts to implement responsible gambling practices will need to be intensified to address these issues.

d) Cybersecurity Threats

As the industry becomes more digitised, the risk of cyberattacks increases, necessitating significant investments in cybersecurity measures.

FUTURE OUTLOOK

Market Growth

The African gambling market is expected to exceed \$20 billion in annual revenue by 2030, with a CAGR of 8-10% driven by online gambling and sports betting. At the same time, Nigeria, South Africa and Kenya will remain the largest markets, while smaller nations such as Ghana and Uganda will experience accelerated growth.

Product Innovation

Gamification and skill-based games will gain popularity, appealing to younger audiences who value interactive and competitive experiences. Operators will continue to integrate AI, VR and blockchain to enhance user experience and operational efficiency.

Sustainability and Social Responsibility

Governments and operators will need to focus on sustainable growth by addressing issues such as addiction, fraud and underage gambling. Investments in community development and education initiatives could enhance the industry's reputation and social acceptance.

The gambling sector in Africa holds immense potential, driven by technological innovation, expanding markets and a young, dynamic population. However, operators are expected to navigate regulatory complexities, cultural sensitivities and social concerns to unlock the full potential of this burgeoning industry. By embracing collaboration, leveraging new technologies and prioritising responsible gambling, the African gambling market is poised for a prosperous future.

GREY LISTING OF SOUTH AFRICA

The grey listing of South Africa by the Financial Action Task Force (FATF), effective 24 February 2023, for failing to fulfil anti-money laundering (AML) and anti-terrorism financing (ATF) measures still stands. The country in general is working hard to reverse the status, and the gambling sector is no exception to these efforts. As a result, the gambling sector in South Africa is contributing to two of the eight areas of improvement that relate directly to the gambling industry from a regulatory perspective. These are:

- a) The need to improve risk-based supervision of Designated Non-Financial Businesses and Professions (DNFBPs) and demonstrate that all AML/CFT supervisors apply effective, proportionate and effective sanctions for noncompliance; and
- b) The need for the government to ensure that competent authorities have timely access to accurate and up-to-date Beneficial Ownership (BO) information on legal persons and arrangements and apply sanctions for breaches of violations by legal persons to BO obligations.

Upon finalising a Memorandum of Understanding with the FIC, the LGB will continue to collaborate with the Financial Intelligence Centre to address areas of strategic deficiencies as identified by FATF. In this regard, a risk-based methodology for supervising licensees has been developed by the nine provincial gambling Boards in South Africa. The methodology will be implemented during the coming financial year.

The LGB already uses the existing registries to monitor Beneficial Ownership. This will contribute to the improvement on the Beneficial Ownership deficiency.

LICENSING

The licensing of LPMs is the first phase limit as prescribed by Regulation 13 of the National Gambling Act, No.7 of 2004. The Entity has notified the NGB of the pending Socio-Economic Impact Study prior to the Minister of the Department of Trade, Industry and Competition making a decision on further licensing of LPMs in the Limpopo province. Processes are underway to conduct the study, which is expected to be completed during the first quarter of 2025/26.

The promulgation of the new gambling regulations will enable the LGB to issue Independent LPM Site Operator licences (ISO) once the Minister of DTIC has given a go ahead for further licensing. The licensing of Independent ISO will boost the profile of BBBEE operators in the province.

All casino licences allocated to the Limpopo province in terms of the National Gambling Act, No. 7 of 2004 are operational. The casinos contribute immensely to the developmental agenda of the provincial government as they create direct employment in the casino operations, hotel and other concessionaire amenities located in the casino precincts. Furthermore, casinos continue to contribute to community social responsibility projects for the advancement of the communities they operate in.

The LGB licensed five bingo operators and seven bingo sites to operate in Lephalale, Bela-Bela, Senwabarwana, Musina, Tzaneen, Phalaborwa and Groblersdal. Collectively, the bingo operators are licensed to operate a minimum of 751 bingo seats and a maximum of 2 800 bingo seats; they operate 1125 bingo seats.

The number of operational bookmaker sites stands at 61 out of the 95 bookmaker sites licensed. At the same time, the number of operation totalisators sites has declined from 25 to 22 totalisator sites.

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.

STAKEHOLDER RELATIONS

The LGB will continue to formalise relations with stakeholders by entering into Memoranda of Understanding to collaborate on various matters of mutual interest in responsible gambling, training, BBBEE, information sharing, research, benchmarking, communications, regulatory compliance, marketing and anti-money laundering, and terrorist financing. To this end, the Entity has established relations with the South African responsible Gambling Foundation, BMM Test Labs (Pty) Ltd, the South African Bookmakers Association, Limpopo Tourism Agency, Department of Social Development and the Financial Intelligence Centre.

GROSS GAMBLING REVENUE

The split of gross gambling revenue and levies between gambling slot machines, gambling tables, bingo and limited pay-out machines (LPMs) since 2015/16 has been as follows:

Figure 1:

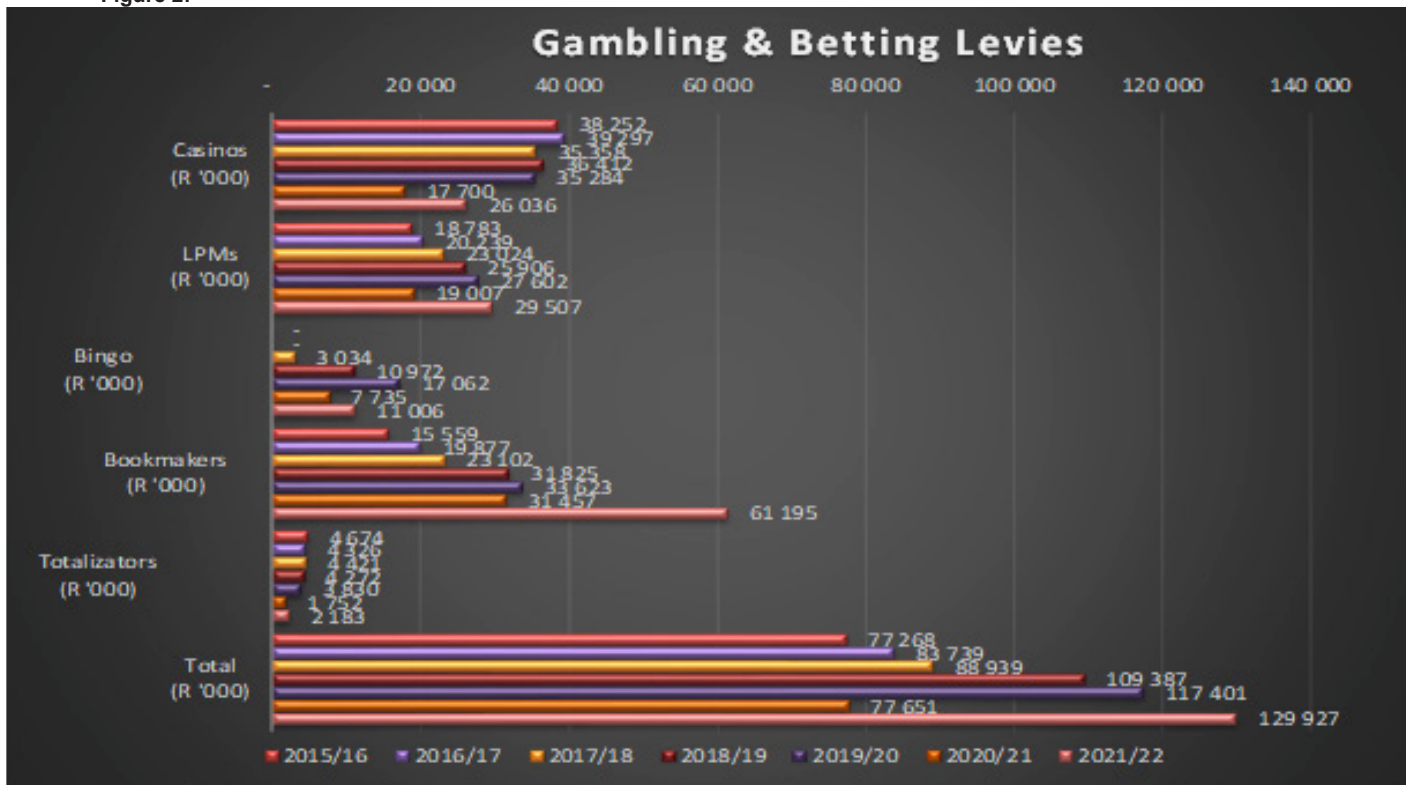


Year	Gambling Machines (R'000)	Gambling Tables (R'000)	LPMs (R'000)	Bingo (R'000)	Total (R'000)
2015/16	391 549	58 480	187 828	-	637 857
2016/17	392 688	69 624	202 387	-	664 699
2017/18	531 412	64 565	230 243	35 693	681 913
2018/19	362 237	66 141	25 906	129 087	583 371
2019/20	350 865	64 235	276 025	172 819	863 944
2020/21	176 764	31 476	190 073	91 000	489 313
2021/22	264 946	41 355	295 074	129 478	730 853
2022/23	305 476	61 794	316 650	134 996	818 916
2023/24	296 216	67 218	316 997	140 542	819 973
Variance	- 9 260	5 424	- 653	5 546	1 057
Variance %	- 3%	9%	- 0.2%	4%	0.1%

GAMBLING LEVIES

The total levies paid by licensees for the financial years 2015/16 to 2023/24 were as follows:

Figure 2:



Year	Casinos (R'000)	LPMs (R'000)	Bingo (R'000)	Bookmakers (R'000)	Totalizers (R'000)	Total (R'000)
2015/16	38 252	18 783	-	15 559	4 674	77 268
2016/17	39 297	20 239	-	19 877	4 326	83 739
2017/18	35 358	23 024	3 034	23 102	4 421	88 939
2018/19	36 412	25 906	10 972	31 825	4 272	109 387
2019/20	35 284	27 602	17 062	33 623	3 830	117 401
2020/21	17 700	19 007	7 735	31 457	1 752	77 651
2021/22	26 036	29 507	11 006	61 195	2 183	129 927
2022/23	31 218	31 665	11 475	119 773	1 905	196 036
2023/24	30 893	31 600	11 346	184 242	1 728	260 409
Variance	- 325	- 65	471	64 469	-177	64 373
Variance %	-3%	-0.2%	4%	54%	8%	33%

The gross gaming revenue (GGR) for gambling machines and gambling tables have been declining for the past six years. The overall casino levies have fluctuated over the past nine years, which culminated in a decrease in levies collected from casinos in 2023/24 by -1% in comparison to 2022/23 due to changes in economic conditions.

Levies from bingo operators have increased by 4%; while levies for LPM operators decreased by 0.2% due to changes in economic conditions and the closure of LPM sites. Levies from bookmakers increased by 54% and levies from totalisators decreased by 9% due to economic conditions.

The fluctuations in GGR and gambling levies over the past 10 years can mainly be attributed to bingo sites being introduced, more bookmakers being opened and more LPM site licences being granted. This has resulted in the market share of existing gambling establishments, such as casinos, to destabilise. In addition, sport betting has been growing consistently in the province and countrywide over the past 10 years.

NATIONAL REVENUE OUTLOOK – GROSS GAMING REVENUE

Overall, national GGR in FY2022/23 totalled R59.9 billion, a figure above that of the preceding year of R47.4 billion. In the 2023/24 financial year, Limpopo province contributed 6.4% to R3 835 150 809 GGR generated nationally. The Limpopo contribution increased by 0.7% in comparison to the 2022/23 contribution. All provinces experienced positive growth, and the highest growth rate was for Mpumalanga, followed by Limpopo province.

Figure 3:

GGR per province, all modes, FY2023/24

Limpopo market share increased from 5.7% in FY2022/23 to 6,4% in FY2023/24

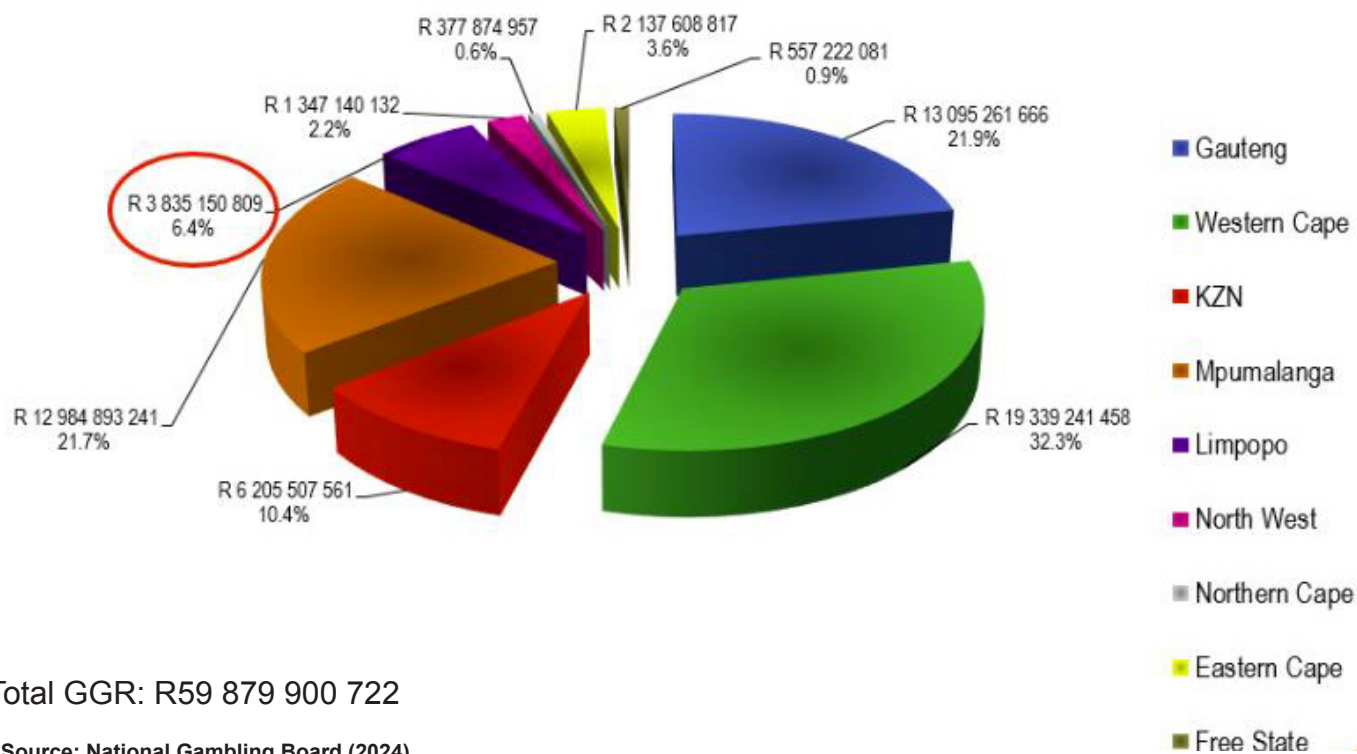
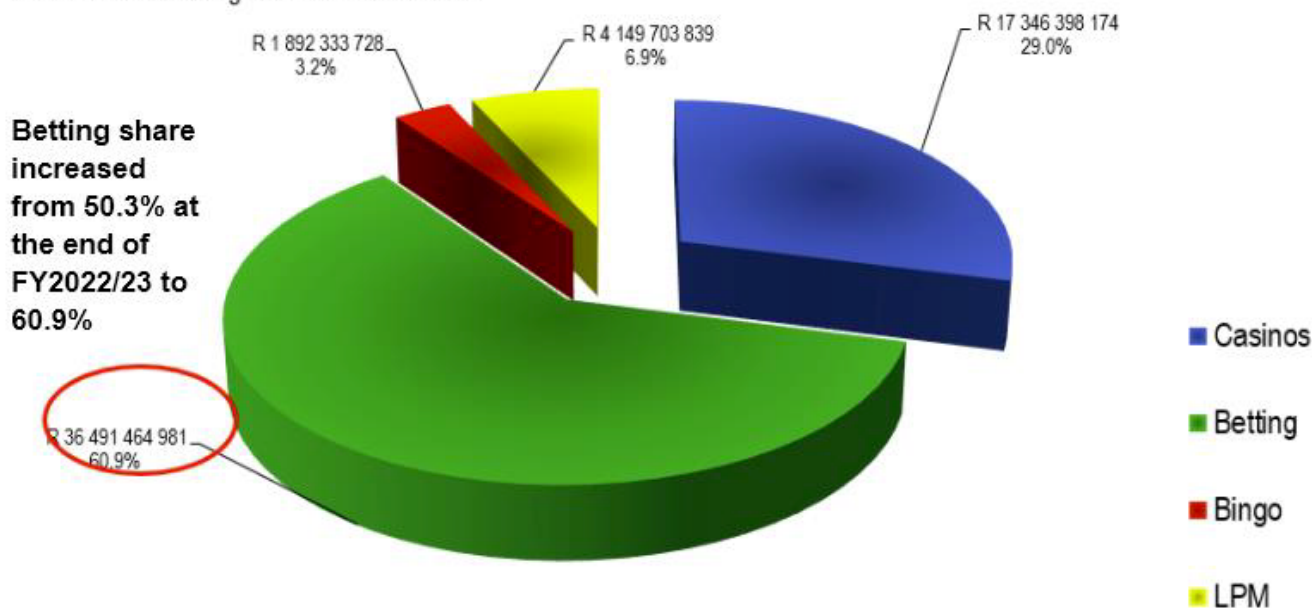


Figure 4

GGR per gambling mode, all provinces FY2023/24

GGR generated in the gambling industry during FY2023/24 amounted to R59.9 billion. This represents a 27.1% increase from the previous year's GGR of R47.1 billion.

The largest share of GGR was generated by the betting industry, amounting to over half (60.9%) of industry GGR, with casinos now standing at 29.0% market share



Total GGR: R59 879 900 722

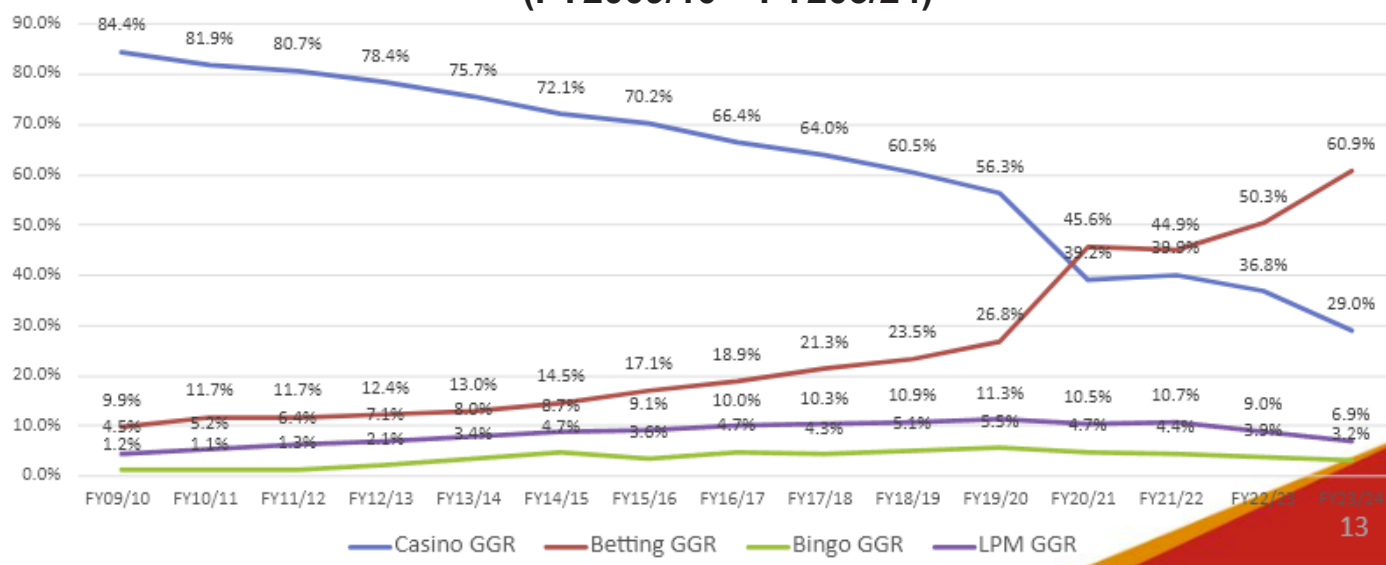
Source: National Gambling Board (2024)

The betting sector GGR continues to dominate the various modes of gambling at 60.9%, followed by casino and LPMs GGR at 29% and 6.9% respectively. At the same time, bingo took a share of 3.2%.

TREND IN SHARE OF TOTAL GROSS GAMING REVENUE

Figure 5:

Trend in share of total GGR, Comparison all modes (FY2009/10 – FY2023/24)



Source: National Gambling Board (2024)

The GGR trends per gambling mode over the past 13 years show that casino GGR as a percentage of total national GGR for all modes of gambling has drastically declined from 84% in 2009/10 to 29% in 2023/24. On the contrary, the GGR for betting as a percentage of total national GGR for all modes of gambling has been on an upward trajectory from 9.9% in 2010 to 60.9% in 2023/24. The GGR for LPMs and bingo declined nationally to 6.9% and 3.2%, respectively.

NATIONAL REVENUE OUTLOOK – LEVIES

The gambling industry collected R4.8 billion in taxes/levies nationally in 2023/24 compared to R4.1 billion in 2022/23. This figure was a 7% increase on the previous year 2022/23. While the betting industry generated the largest amount of GGR, betting (50.3%) continues to contribute the larger share in levies relative to casinos (36.2%), LPMs (10.2%) and bingo (3.2%) sectors.

The same GGR trends reflect in the levies collected during the same period. Limpopo province generated gambling levies amounting to R272 million, which comprises 5.6% of levies collected nationally in 2023/24.

TAXES/LEVIES CONTRIBUTION PER PROVINCE – FY2023/24

Gambling tax levied and collected by PLAs:

Figure 6:

Taxes/levies contribution per gambling mode – FY2023/24

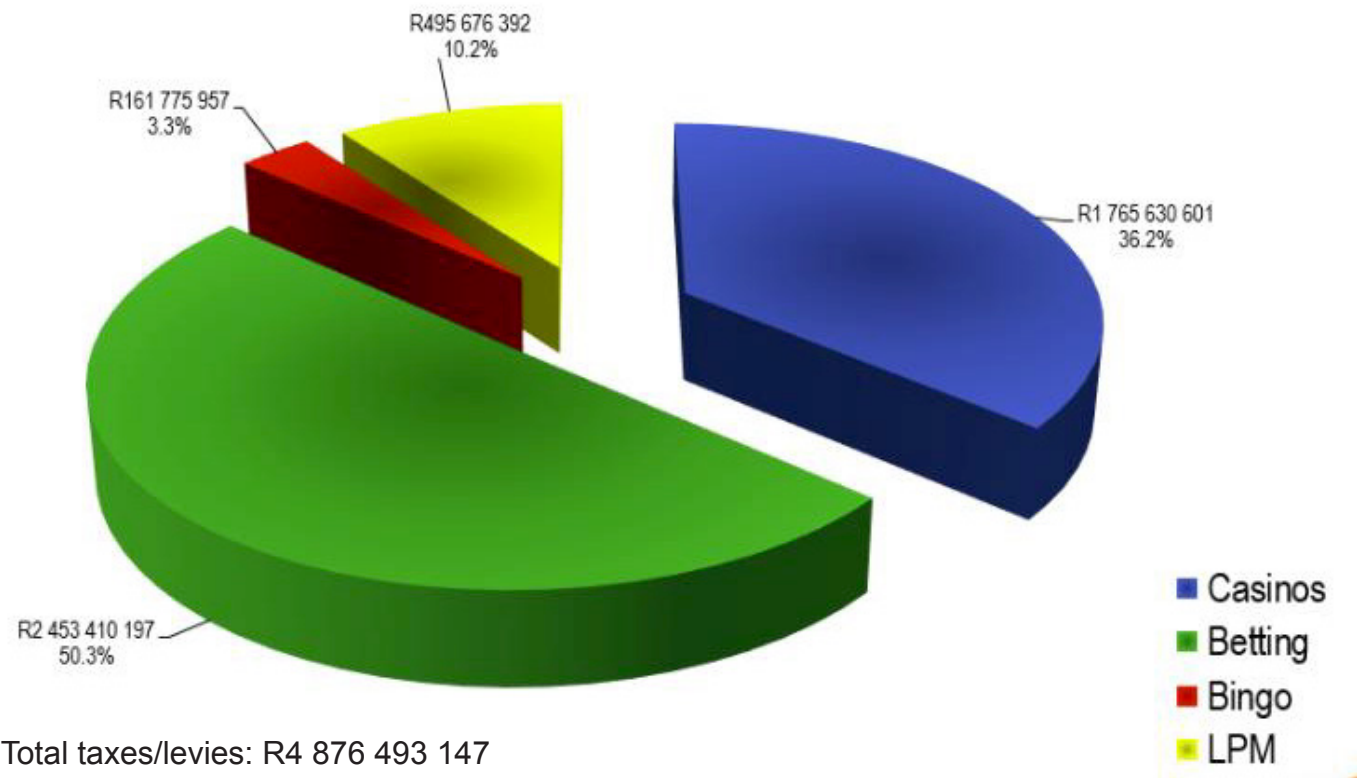
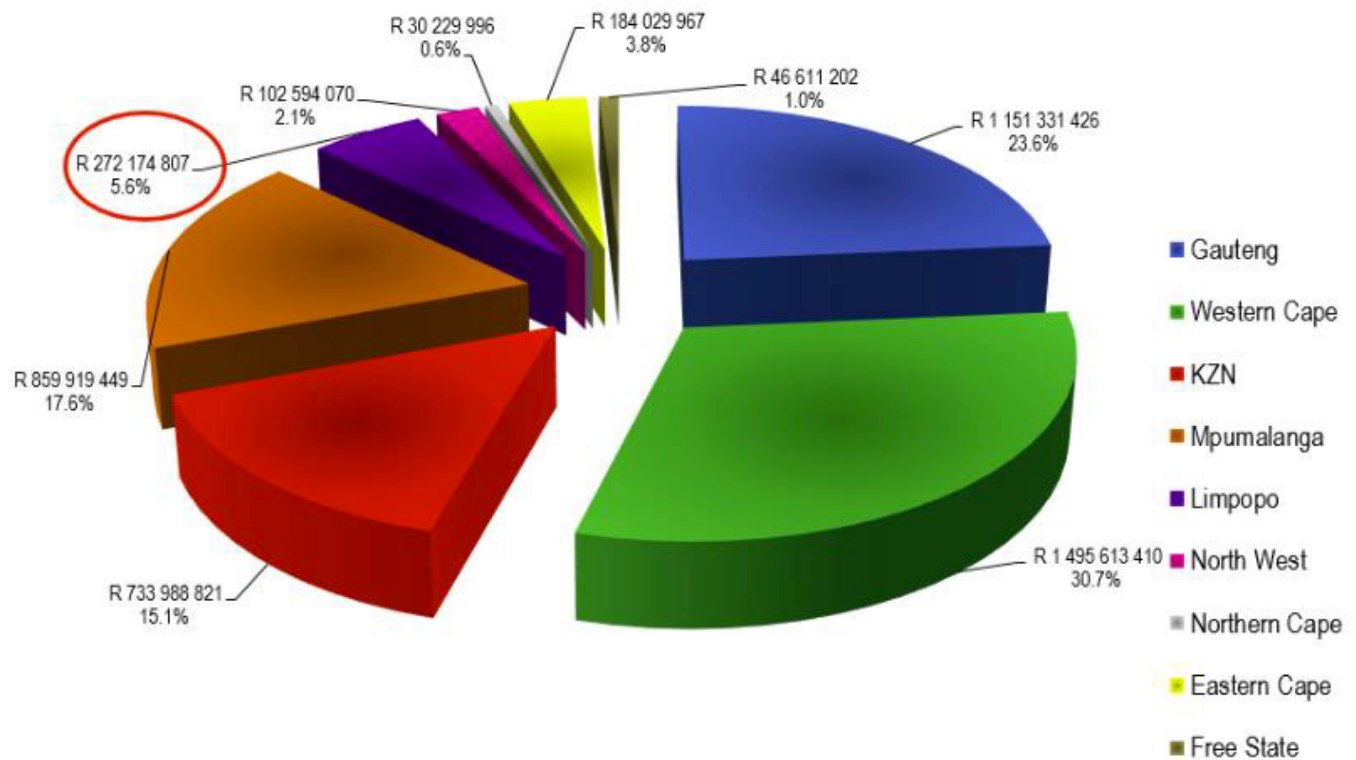


Figure 7

Taxes/levies per province, all gambling modes – FY2023/24

Limpopo share in taxes increased from 4.8% in FY2022/23 to 5.6%



Total taxes/levies: R4 876 493 147

Source: National Gambling Board (2024)

LAW ENFORCEMENT BUSINESS UNIT

The main objective of the Law Enforcement Business Unit is to investigate and eradicate all forms of illegal gambling activities within the province of Limpopo. This goal is achieved through collaborations with various relevant stakeholders. In addition to conducting investigations, the unit also conducts crime awareness campaigns aimed at educating the community and promoting a community policing approach.

Limpopo province has faced significant challenges related to the proliferation of illegal gambling activities. One major issue is the widespread presence of illegal gambling machines since the 2021/22 financial year that are commonly found in spaza shops operated by people who are not citizens of South Africa, mostly in rural areas. The Law Enforcement Unit is working with SAPS and has been successful in prosecuting illegal gambling operators. However, the suppliers of these gambling machines remain unidentified and elusive. This lack of clarity regarding the origins and distribution channels of these machines complicates enforcement efforts and makes it difficult to effectively address the root causes of the problem.

Another pressing challenge is the operation of illegal online (interactive) gambling outlets. These outlets, which frequently masquerade as internet cafés, are found in towns and shopping complexes. They use computer monitors and other digital infrastructure to facilitate illegal gambling activities, while the location of their servers remains unknown. Currently, the unit has tried to arrest the perpetrators using conventional methods, but these methods have not yielded positive results. After the arrests, illegal online gambling operators often refer cases to the High Court under urgent application, seeking an order for their property to be returned. Sometimes, these cases are referred to the High Court without serving SAPS or the Limpopo Gambling Board (LGB) as respondents, which adds another layer of complexity to the enforcement process. The state often loses civil cases due to a lack of representation or cases not being defended in court. This results in the return of confiscated goods to the illegal operator. The return of computers automatically affects the criminal case, causing it to be withdrawn. In addition, illegal gambling activities are often treated as minor offences by SAPS, which diminishes the urgency and resources allocated to combat these activities.

Despite these ongoing challenges, there has been a decline in certain activities, specifically fahfee/mochaina, cards and dice. This reduction in gambling behaviours is a promising trend, indicating that individuals are moving away from potentially harmful activities that could lead to addiction, financial problems and social issues. Moreover, this decrease suggests a genuine reduction in overall gambling activity, as opposed to a shift to alternative forms of gambling. This is a significant step forward, as it implies that people are seeking healthier and more constructive ways to spend their time and money, leading to improved well-being and a more positive community dynamic.

Illegal gambling is associated with other crimes such as robbery, theft, fraud and rape. This connection underscores the broader impact of illegal gambling on community safety and the social fabric. Tax evasion is another critical issue associated with illegal gambling. The government suffers substantial financial losses due to the non-payment of taxes by illegal gambling operators. This evasion undermines the economic stability of the province and affects overall revenue collection and allocation for public services. These challenges collectively highlight the complexities involved in addressing illegal gambling in Limpopo province. They emphasise the need for a comprehensive and multifaceted approach to enforcement, including stronger inter-agency collaboration, enhanced legal frameworks and more effective community engagement strategies.

In response to these challenges, the Law Enforcement Unit is dedicated to intensifying its efforts to investigate and eradicate illegal gambling activities across Limpopo province. The primary objectives are to enhance collaboration with key stakeholders, continuously refine operational strategies and execute targeted crime awareness campaigns. To combat illegal gambling effectively, the unit plans to conduct 200 investigations with a focus on increasing the identification and arrest of illegal gambling operators. As gambling activities evolve, particularly with the rise of online platforms, the unit will adapt its strategies to counter these developments. A significant aspect of the strategy involves enhancing crime awareness and community engagement. The unit will undertake 50 crime awareness campaigns in collaboration with SAPS, government departments and community organisations, focusing on both urban and rural areas, in all five districts of the province. The campaigns will involve traditional leadership and local municipalities to ensure broader community reach and impact. Leveraging mass media, print and outdoor advertisements will further broaden the campaigns' reach. The goal is to raise public awareness about the negative consequences of illegal gambling to encourage increased reporting and community support.

By implementing these strategies, LGB aims to achieve a significant reduction in illegal gambling activities, increased public awareness and reporting, and successful prosecutions of illegal gambling operators. The desired outcome is a safer and more secure environment for citizens, where responsible gambling practices are promoted, and revenue is generated for public benefit.

In the 2023/24 financial year, the Law Enforcement Business Unit conducted 273 investigations, resulting in the arrest of 134 illegal gambling operators. The unit confiscated 771 illegal gambling machines (Chinese roulettes) and cash totalling R72 452.50. Admissions of guilt fines amounting to R71 600 were paid. In addition, 64 crime awareness campaigns were conducted during the 2023/24 financial year. The entity destroyed 616 illegal and unlicensed gambling machines in May and October 2023. These machines had been confiscated from various spaza shops and taverns across five municipal districts in the province.

Figure 8:

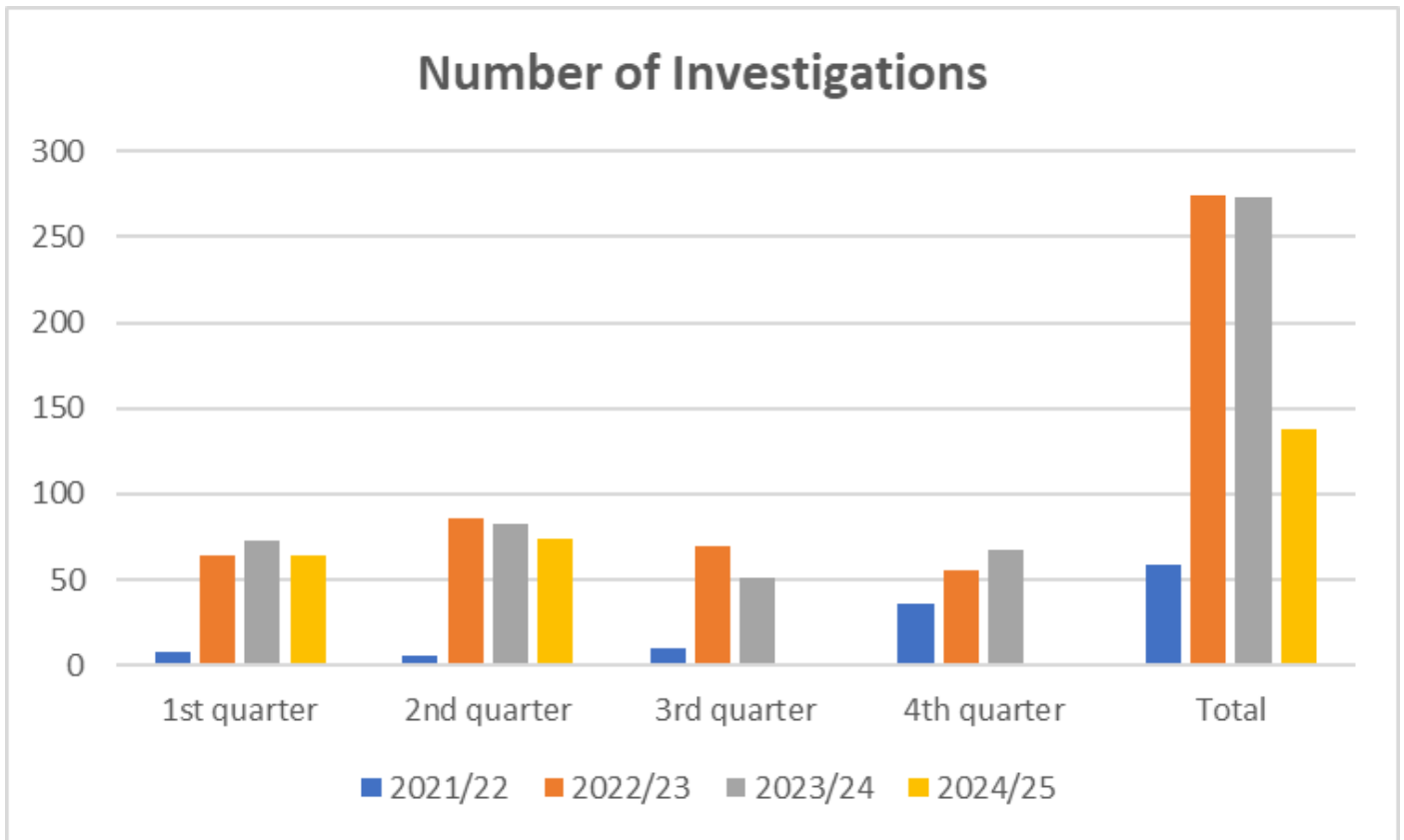


Figure 9:

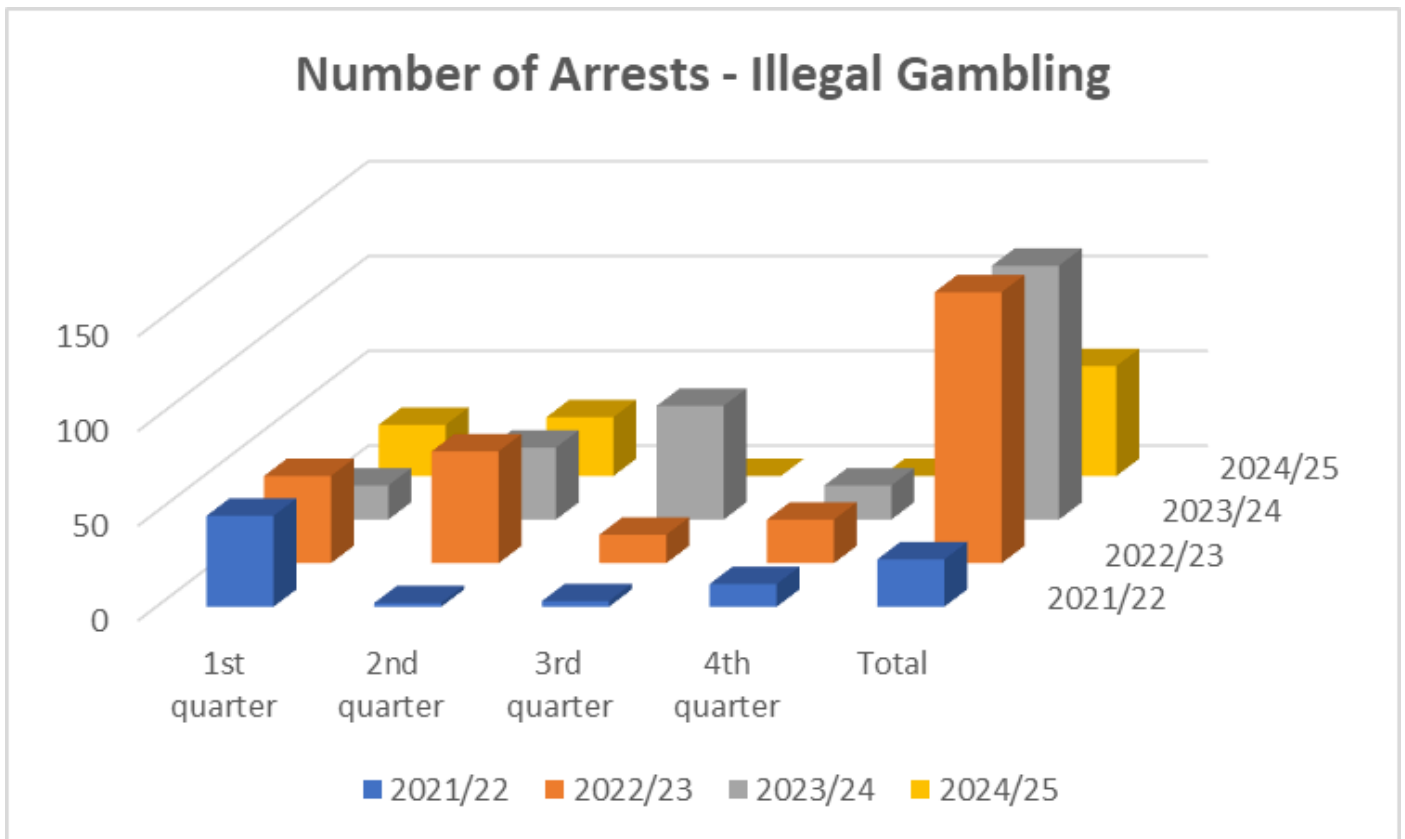


Figure 10:

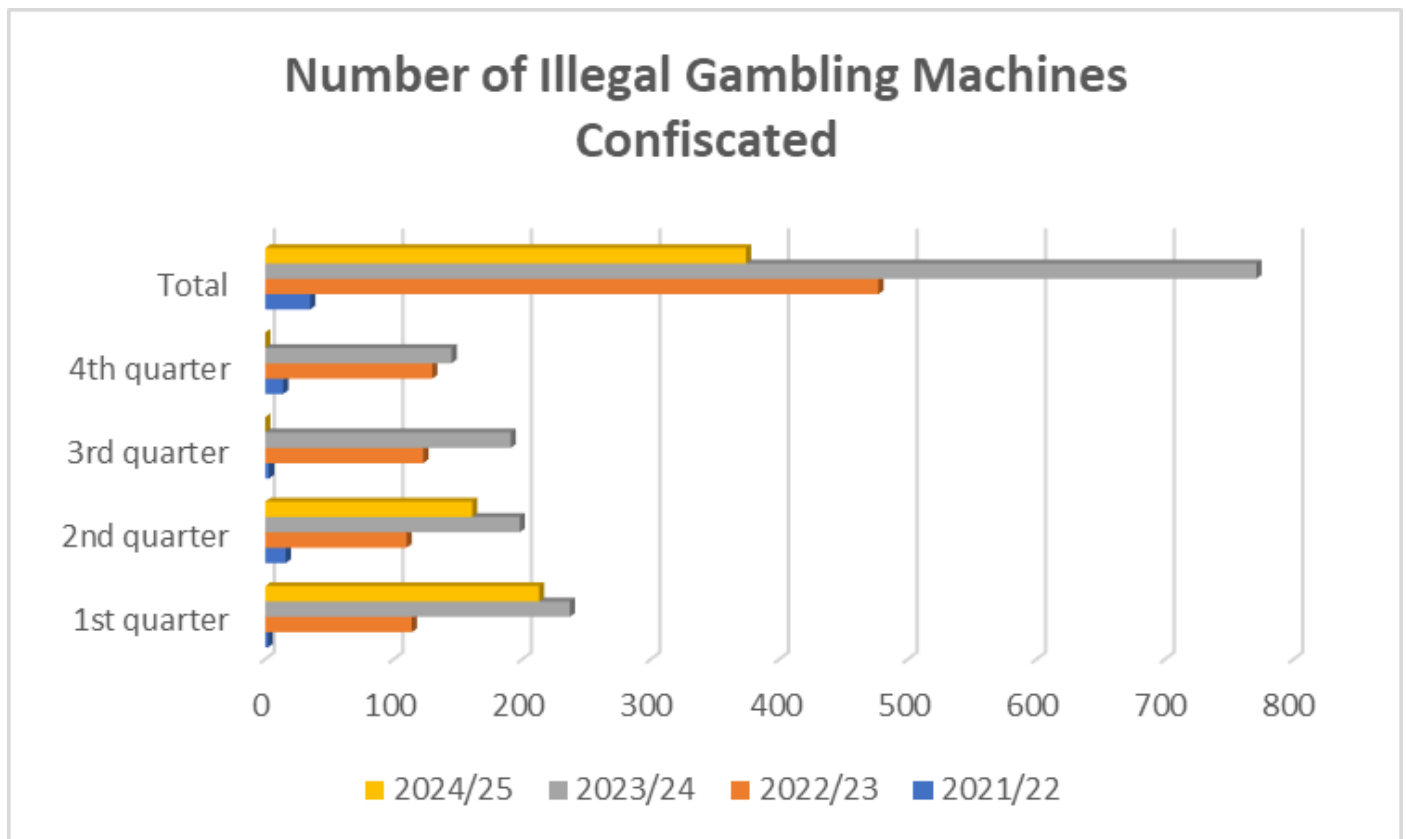
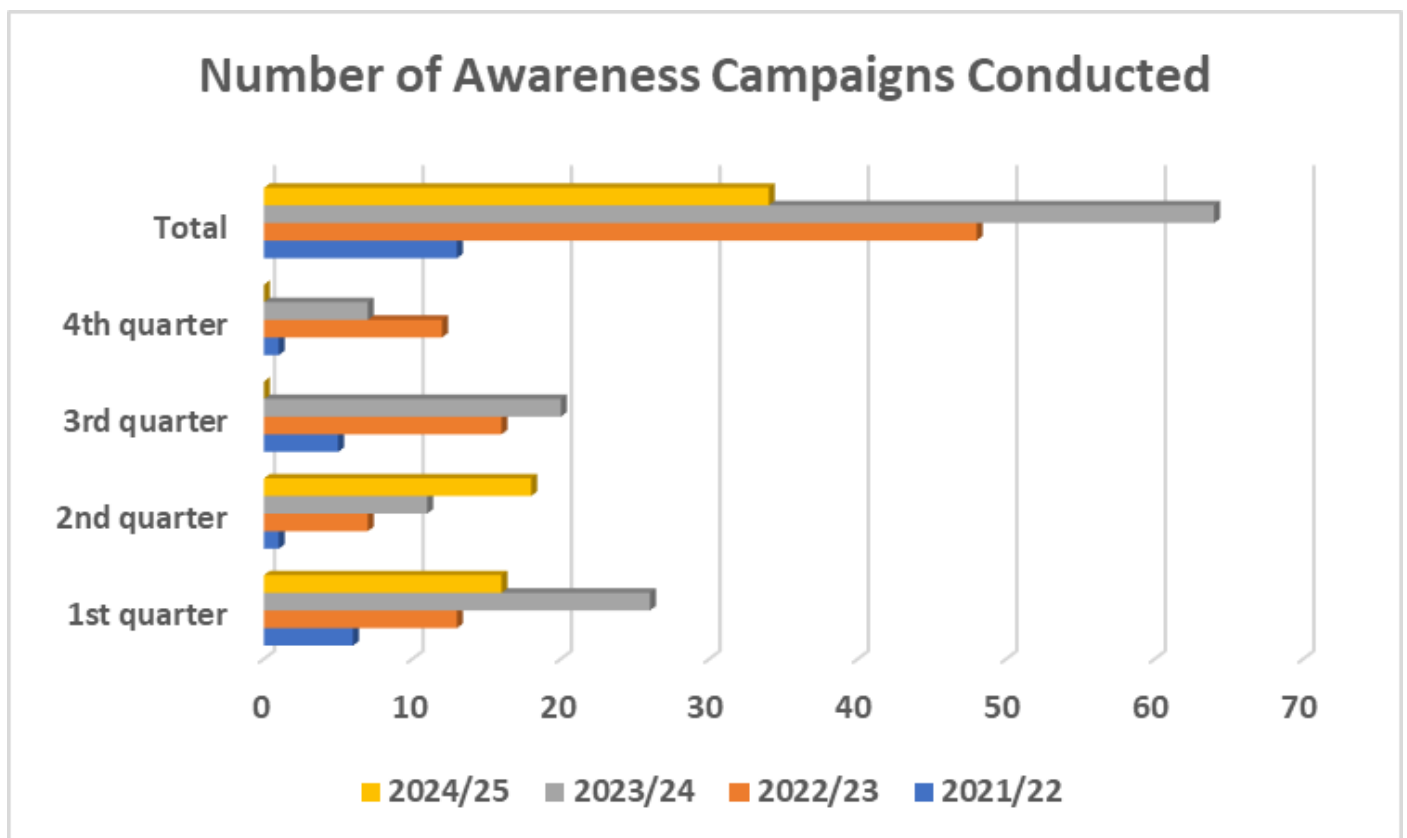


Figure 11:



2. EXTERNAL ENVIRONMENT ANALYSIS

(PESTLE)

	Opportunities (External)	Threats (External)	Strategy to leverage on opportunities and minimise impact of threats
Political	1. Political stability in Limpopo, due to retention of the previous ruling party. 2. Government of National Unity (GNU), intervention with policies and legislation being passed.	1. Political directives that might be contrary to the independence of the entity.	1. Strengthen the independence of the Entity in decision making.
Economic	1. Creation of job opportunities through the issuing of licences. 2. Licensing of online gambling. 3. Inclusive economic imperatives, by empowering targeted groups through SCM procurement. 4. Leveraging on social media (technological advancement).	1. Illegal gambling. 2. High unemployment as a result of automation and digitisation of the gambling industry. 3. Low economic growth. 4. Labour disputes. 5. Load-shedding/loadreduction. 6. Increasing inflation rates. 7. Increasing interest rates. 8. Issue of fronting by companies in order to obtain tenders targeted at designated groups. 9. Illicit financial dealings	1. Advocate the legalisation of interactive gambling. 2. Expand existing forms of gambling, such as online betting. 3. Collaborate with various stakeholders and community leaders. 4. Ensure fair labour practice and adherence to governing legislation, policies and procedures. 5. Develop innovative ways to run the operations. 6. Implement anti-money laundering processes.
Social	1. Ability to contribute to corporate social responsibility projects. 2. Include issues such as child headed families, etc. 3. Social media leverage	1. Community unrest. 2. Retrenchments by operators. 3. Excessive/irresponsible gambling. 4. Proliferation of gambling. 5. Increase in crime. 6. High reliance on social grants	1. Strengthen licence conditions on CSI and employment. 2. Monitor and review licence conditions continuously. 3. Ensure operators follow the law when retrenching staff. 4. Implement the outcome of the socioeconomic impact study on gambling. 5. Issue licences. 6. Increase gambling awareness.
Technology	1. Increase adoption of artificial intelligence and automation. 2. Advancement in digital transformation enabling remote work and online services. 3. Expansion of online platform for online gambling services. 4. Social media for advertising and awareness of illegal gambling and to gamble responsibly.	1. Increased unemployment as a result of preference for online gambling. 2. Cyber crimes. 3. Cyber threats and data breaches. 4. High cost of implementing and maintaining new technologies. 5. Digital divide limiting access of new technologies to certain populations.	1. Upskill staff. 2. Automate and modernise LGB processes. 3. Collaborate with departments, other entities and the private sector.
Environment	1. Implementation of the green economy	1. Climate change.	1. Moving towards a paperless and green environment. 2. Ensure an adequate ICT infrastructure
Legal	1. Contribution towards amendment of the National and Provincial Gambling Acts. 2. Partnership with the NPA, SAPS and other government departments. 3. Third party exclusions from gambling.	1. Regulations require updating of various sections. 2. Interactive gambling regulations not promulgated. 3. Amended smoking legislation. 4. Non-compliance with legislation. 5. Utilising services of the State Attorney. 6. Process of excluding family members is cumbersome and costly.	1. Amendment of gambling regulations. 2. Review of legislation to address relevant emerging issues. 3. Keep updated with developments and ensure compliance with new and amended legislation. 4. Advocate responsive state law office. 5. Liaise with SARGF regarding third party exclusions.

3. INTERNAL ENVIRONMENT ANALYSIS

(PFILMS)

	Strength (Internal)	Weaknesses (Internal)	Strategy to address weaknesses and sustain strengths
Political	1. Competent personnel. 2. Diverse workforce. 3. Recognised labour union.	1. Inadequate organisational structure. 2. Poor accountability. 3. Ineffective teamwork. 4. Ineffective consultation with labour unions. 5. Inadequate skills. 6. Inadequate Implementation of performance management systems.	1. Review organisational structure aligned to strategy. 2. Celebrate employee successes. 3. Intensify employee wellness programmes. 4. Implement consequence management.
Economic	1. Leading entity with clean audit. 2. Leading entity in revenue collection.	1. Ineffective budget management. 2. Poor spending. 3. Poor implementation of procurement plan.	1. Resuscitate budget committee. 2. Train unit heads on budgets. 3. Properly implement the procurement plan.
Social	1. Green economy compliant building, to an extent. 2. Offsite disaster recovery in place.	1. No automated operations management system. 2. Building not 100% green compliant. 3. No infrastructure maintenance plan. 4. Weak compliance to OHS.	1. Source the automated operations management system. 2. Develop infrastructure maintenance plan. 3. Improve infrastructure to be 100% compliant to green economy. 4. Full implementation of the OHS Plan.
Technology	1. Consultative leadership. 2. Functional board. 3. Competent management.	1. Delays in decision making. 2. Inadequate consequence management.	1. Improve decision-making processes. 2. Enforce the consequence management processes.
Environment	1. Fully capacitated management.	1. Poor Internal Communication 2. Weak organizational Culture 3. Ineffective implementation of policies and plans 4. No Succession Plan	1. Develop Communication strategies & policies 2. Improve work ethic 3. Improved monitoring of policies 4. Implement succession plan
Legal	1. Adequate policies and procedures in place. 2. ICT systems are up to date. 3. Communication systems are in place.	1. Ineffective implementation of recruitment policies. 2. Non-compliance with some legislation. 3. Lotus system is ineffective. 4. No communication unit in place.	1. Enforcement of the recruitment policies. 2. Implement compliance dashboard. 3. Share best practices in ICT systems from other state entities. 4. Establish communication unit. 5. Develop a communication strategy. 6. Develop a marketing strategy.

3.1. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The Entity has required licensees to comply with the BBBEE levels set in the licence conditions of respective licensees in terms of the BBBEE Act, No. 53 of 2003 and the Employment Equity Act. Licensees have substantially complied with the set licence conditions in this regard.

The Employment Equity arrangement with licensees includes achieving a percentage of employed staff who are local black staff, black youth, black management, female staff and previously disadvantaged staff.

The BBBEE arrangements of licensees include worker, community and Historically Disadvantaged Individuals ownership. Licensees are also required to implement the prescripts of the Employment Equity Act, No.55 of 1998 to eliminate gender and race wage disparity in the gambling industry.

The Entity regards women, youth and persons with disabilities as part of previously disadvantaged individuals (PDIs). As part of its redress programme for PDIs, the Entity requires that licensees comply with the BBBEE Act by prescribing respective BBBEE levels in the licence conditions. Licensees are also expected to comply with the Employment Equity Act as encapsulated in the licence conditions. The majority of licensees have met the licence conditions on BBBEE levels and of the Employment Equity Act. The Board has instituted remedial actions against the licensees that are failing to comply with these licence conditions. The Entity is in the process of standardising the BBBEE licence conditions and aims for all licensees to be at Level 2 BBBEE status by 2030.

The following table has been completed in accordance with the compliance to the BBBEE requirements of the BBBEE Act of 2013 and as determined by the Department of Trade and Industry.

The Entity applied relevant Code of Good Practice (B-BBEE Certificate Levels 1–8) and compliance to Employment Equity Act with regards to the following:		
CRITERIA	RESPONSE YES / NO	DISCUSSION
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	Yes	The Entity has, in line with section 10 of the BBBEE Act, required licensees to comply with the BBBEE levels set in the licence conditions, such as appointment of previously disadvantaged individuals, skills development of staff, percentage of shareholding targets and procurement of local goods and services. Licensees have substantially complied with the set licence conditions. Remedial actions have been instituted against licensees that do not comply with the set BBBEE / Employment Equity licence conditions.
Developing and implementing a preferential procurement policy?	Yes	The Entity has developed its own Preferential Procurement Policy which is currently being implemented to enhance the empowerment of SMMEs.
Determining qualification criteria for the sale of state-owned enterprises?	No	Not applicable.
Developing criteria for entering into partnerships with the private sector?	No	Not applicable.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad-Based Black Economic Empowerment?	No	Not applicable.

3.2. ORGANISATIONAL ENVIRONMENT

The LGB management made concerted efforts to ensure that the organisation continued its operations and delivered on its mandate. In fulfilling its mandate, LGB employees managed to perform in line with their performance contracts. Measuring tools were also implemented as per the performance management policy. The process of reviewing human-resource-related policies was also initiated to ensure that there was continuity on alignment with the legislation and the current trends.

The Entity has an approved organisational structure with 73 posts. From the 73 approved positions, a total of 65 positions are filled. At senior management level, female employees are at 57% and male employees at 43%.

The senior management positions and status are indicated below:

- Chief Executive Officer
- Chief Financial Officer
- Senior Manager Finance
- Senior Manager Compliance
- Senior Manager Legal Services
- Senior Manager Law Enforcement (vacant)
- Senior Manager Corporate Services
- Company Secretary

A total number of nine positions were approved as per the recruitment plan of 2024/2025. From the nine positions approved as per the recruitment plan, a total number of three positions were for the employees retiring during the 2024/2025 financial year (Senior Manager: Law Enforcement, General Office Assistant and Law Enforcement Inspector). In ensuring that the Entity was properly staffed, recruitment of the following positions was also done in line with the recruitment plan approved in 2024/2025:

- Company Secretary
- Secretary: Compliance
- Compliance Auditor
- Supply Chain Officer
- Licensing Officer

The supply chain officer and the compliance auditor positions were filled by interns. The licensing officer position was filled by an internal employee, and this led to the position of Secretary: Law Enforcement being vacant. The Supply Chain Officer resigned during the financial year and the vacancy was filled on 01 December 2024 by an internal employee.

Age Analysis of Staff

The table below depicts that 17% of the Entity's workforce is youth. The table also depicts that the employees who are between the ages of 36 and 39 constitute 14% of the workforce. The above implies that 31% of the workforce are below 40 years. A total number of 45% of the employees are in the age range of 40–50, while those who are between 51 and 60 years constitute 20% of the workforce. Those who are over 60 years constitute 5% of the workforce and three of them will be due for retirement during 2024/25. The above implies that the Entity should invest more in the development of employees who are 50 and below years as they constitute a higher percentage of the workforce. The employees who are 40 years and below are to be encouraged to share the skills to maintain institutional memory.

The table below further depicts that the Entity employs 46% men and 54% women. The Entity has developed an employment equity plan to address this disparity.

Employee Head Count Report (as per the Internal Employment Equity Report):

		African		Coloured		Indian		White		Grand Total
Age Group	Age	Female	Male	Female	Male	Female	Male	Female	Male	
	29	4								4
	30	1								1
20 to 30 Total		5	0	0	0	0	0	0	0	5
31 to 40	31	1	1							2
	32		1							1
	33		1				1			2
	34	1								1
	37	2	1							3
	38	3								3
	39	2	1							3
	40	1								1
31 to 40 Total		10	5	0	0	0	1	0	0	16
41 to 50	41	1	1							2
	42	2								2
	43	4						1		5
	44	2	1						1	4
	45	1	3	1						5
	46		1						1	2
	47	1	1							2
	48	1	1							2
	49		1							1
	50		3							3
41 to 50 Total		12	12	1	0	0	0	1	2	28
51 to 60	51		1			1		1		3
	52		1							1
	53	1								1
	54		1							1
	55	1								1
	56	1	3							4
	59				1					1
	60		1							1
50 to 60 Total		3	7	0	1	1	0	1	0	13
61 and over	63		1							1
	64	1	1							2
60 and over Total		1	2	0	0	0	0	0	0	3
Grand Total		31	26	1	1	1	1	2	2	65

The Entity employs a total number of 11 youths as permanent employees. The Entity is anticipating appointing interns in 2025/26.

Compliance with Legislation

The Entity continued to comply with human-resource-related legislation. The employment equity committee and the occupational health and safety committees were constituted and have initiated various activities to comply with their charter and the legislation.

Human Resources Policies and Organisational Structure

The Entity continued to review the human resources policies and the organisational structure. A total number of 17 human resources policies were approved by the Board. The remaining policies and the organisational structure will be concluded in the 2025/26 financial year.

Employee Wellness

The Entity has embarked on a number of employee wellness activities. These ensure that employees feel encouraged to continue working and to give their best performance in good health.

The following are some of the benefits of employee wellness activities:

- Attracts talented workers;
- Reduces absenteeism significantly;
- Enhances decision making and productivity of employees;
- Improves employee morale;
- Reduces turnover.

The recruitment plan for the medium-term expenditure framework (MTEF) will be implemented as indicated below:

	POSTS	2025/26	2026/27
1	Labour Relations Manager	X	
2	Inspector Law Enforcement	X	

The process of reviewing the organisational structure in support of the framework will be concluded in the first quarter of the 2025/26 financial year. The recruitment plan for the MTEF will then be reviewed in line with the revised organisational structure.

3.3. 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:

July 2024	Consultation with licensees
19–20 August 2024	Planning meetings with management
28–29 August 2024	Planning meeting with MEC and Board
09 October 2024	Planning meeting with management
30 October 2024	Recommendation by the Audit & Risk Committee for approval of the Board
October 2024	Approval of the Board for submission to LEDET
31 October 2024	Submission of Draft Strategic Plan & APP to LEDET
16 January 2025	Planning meeting with management
22 January 2025	Planning meeting with the Board
29 January 2025	Recommendation by the Audit & Risk Committee for approval of the Board
January 2025	Approval of the Board for submission to LEDET
31 January 2025	Submission of Final Strategic Plan & APP to LEDET



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, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
A sustainable, efficient and effective organisation.	Improved governance of the Entity.	Percentage of compliance to disclosure of financial interests by the Board and committees.	100%	100%	100%	100%	100%	100%	100%
		Percentage of compliance to disclosure of financial interests by the Executive Management.	100%	100%	100%	100%	100%	100%	100%
		Number of research projects completed.	0	0	01	0	0	01	0
Improved local and international relations with other gambling regulators and related institutions.	Improved stakeholder relations.	Number of stakeholder engagement sessions held.	03	03	02	02	02	02	02
		Number of signed Memoranda of Understanding/Agreements.	02	02	02	02	0	01	0

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of compliance to disclosure of financial interests by the Board and committees management.	100%	100%	0%	0%	0%
Percentage of compliance to disclosure of financial interests by the Executive Management.	100%	100%	0%	0%	0%
Number of stakeholder engagement sessions held.	02	0	01	0	01

Table 6.18 (a) : Summary of payments and estimates: Programme : Governance

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Sub Programme									
Governance	9 343	11 751	12 593	8 826	8 826	9 526	9 615	9 266	9 693
Total	9 343	11 751	12 593	8 826	8 826	9 526	9 615	9 266	9 693

Table 6.18 (b) : Summary of payments and estimates by Economic Classification: Programme : Governance

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Current Payments	9 338	11 751	12 593	8 826	8 826	9 526	9 615	9 266	9 693
Compensation of employees	8 014	6 031	8 061	8 267	8 267	8 267	7 639	7 800	8 167
Goods and services	1 324	5 720	4 532	559	559	1 259	1 976	1 466	1 526
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 orga	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payment for capital assets	5	-	-	-	-	-	-	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	5	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	9 343	11 751	12 593	8 826	8 826	9 526	9 615	9 266	9 693

The Governance Business Unit supports functions related to governance structures, such as the Board and its committees. The key drivers of this unit's costs are Board-related expenses such as Board retainers, seating allowance, travel and subsistence. In the 2025/26 financial year, the allocation increased from 2023/24 due to the budget pressures of 2024/25 financial year. The unit's goods and services allocation will be considered for additional allocation during the mid-year budget adjustment.

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM 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 to achieve the mandate of the institution.

The Governance Business Unit's core responsibility in the Entity is mainly to drive the implementation of a sustainable, efficient and effective organisation as part of consolidating a capable and ethical developmental state as envisaged in the NDP vision 2030. As part of enforcing this, Board Members declare their interests in all the Board and Committee meetings to promote transparency and accountability.

The Entity continued its efforts to attain good governance, which is evident in the previous three financial years, where the Entity attained a clean audit opinion from the Auditor-General of South Africa (AGSA). The Entity will continue with efforts to establish effective records management systems and continuously train employees to capacitate them on issues relating to governance and records management, which are central to issues of audits. This will be done with the help of institutions that possess best practice on records management, such as the Office of the Premier, Limpopo Provincial Treasury and the Information Regulator. The Entity will continue to train and arrange workshops on POPIA and ensuring that LGB, as an institution, is compliant with the POPIA requirements of the Information Regulator of South Africa.

Having an efficient and effective organisation that is sustainable will assist the Entity to contribute towards achieving the capable, ethical and developmental state that the country aspires it 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.

1.2. PROGRAMME 2: CORPORATE SERVICES

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
A sustainable, efficient and effective organisation.	Accountability and consequence management enforced.	Percentage of implementation of the approved WSP.	N/A	N/A	N/A	N/A	100%	100%	100%
		Percentage of performance agreements signed.	100%	100%	100%	100%	100%	100%	100%
		Number of research projects completed.	100%	100%	100%	100%	100%	100%	100%

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of implementation of the approved WSP.	100%	0%	0%	0%	100%
Percentage of Performance agreements signed.	100%	100%	0%	0%	0%
Percentage of annual performance assessment conducted.	100%	0%	100%	0%	0%

Table 6.18 (a) : Summary of payments and estimates: Programme : Human Resources Management

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Sub Programme									
Human Resource Management	4 012	5 883	7 526	6 154	6 154	6 589	6 276	6 315	6 605
Total	4 012	5 883	7 526	6 154	6 154	6 589	6 276	6 315	6 605

Table 6.18 (b) : Summary of payments and estimates by Economic Classification: Programme : Human Resource Management

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Current Payments	4 012	5 883	7 526	6 154	6 154	6 589	6 276	6 315	6 605
Compensation of employees									
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 orga	-	-	-	-	-	-	-	-	-
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	4 012	5 883	7 526	6 154	6 154	6 589	6 276	6 315	6 605

The Corporate Services Unit is a support unit in the entity. This Unit is significantly underfunded due to limited funds. The Unit is responsible for costs such as workmen's compensation and other costs that are necessary for continuous development of the entity's officials. The allocation in the 2025/26 financial year increased by 138%, which will enable the unit to fund some of its unfunded costs.

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The LGB derives its mandate from the Constitution of the Republic of South Africa, Act No.108 of 1996, which regulates gambling activities as concurrent competencies in both the provincial and national sphere. In the province, the LGB is tasked to regulate, monitor and license gambling activities in the province while promoting economic growth. In a quest to realise the strategic objective of the Entity, which also seeks to contribute to the overall objective of the National Development Plan (NDP) and Limpopo Development Plan (LDP), the Entity has developed its five-year Strategic Plan for 2025–2030, the realisation of which the Entity is committed to.

This programme provides 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.

1.3. PROGRAMME 3: FINANCE

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

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
A sustainable, efficient and effective organisation.	Obtain an unqualified audit opinion.	Unqualified audit outcome maintained.	1	1	Maintain an unqualified audit opinion	Maintain an unqualified audit opinion	Maintain an unqualified audit opinion	Maintain an unqualified audit opinion	Maintain an unqualified audit opinion

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Unqualified audit outcome maintained.	Maintain an unqualified audit opinion	0	Unqualified audit outcome maintained.	0	0

Table 6.18 (a) : Summary of payments and estimates: Programme : Finance

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Sub Programme									
Human Resource Management	8 421	9 498	12 689	12 132	12 132	12 673	11 576	12 050	12 604
Total	8 421	9 498	12 689	12 132	12 132	12 673	11 576	12 050	12 604

Table 6.18 (b) : Summary of payments and estimates by Economic Classification: Programme : Finance

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Current Payments	8 421	9 493	12 689	12 132	12 132	12 673	11 576	12 050	12 604
Compensation of employees	5 779	5 749	9 083	8 492	8 492	8 492	7 874	7 800	8 167
Goods and services	2 642	3 744	3 606	3 640	3 640	4 181	3 702	4 250	4 437
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 orga	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payment for capital assets	-	5	-	-	-	-	-	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	5	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	8 421	9 498	12 689	12 132	12 132	12 673	11 576	12 050	12 604

The Finance Business Unit costs include legislated financial costs such as external and internal audit fees and software systems that enable finance to operate effectively. In addition, some of the contracts, such as internal audit, are not fully funded which creates budget pressures. The Entity will evaluate additional funding during the budget adjustment to cater for all the expenses that should be catered for under this business unit.

1.3.1. SUB-PROGRAMME 3.1: SUPPLY CHAIN MANAGEMENT

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

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
A sustainable, efficient and effective organisation.	Compliance level with policy directives.	Percentage of invoices paid within 30 days of receipt.	100%	100%	100%	100%	100%	100%	100%
		Percentage of procurement budget spent on women-owned businesses.	N/A	N/A	N/A	40%	40%	40%	40%
		Percentage of procurement budget spent on youth-owned businesses.	N/A	N/A	N/A	N/A	30%	30%	30%
		Percentage of procurement budget spent on persons with disability owned businesses.	N/A	N/A	N/A	N/A	07%	07%	07%

Output 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%
Percentage of procurement budget spent on women owned businesses.	40%	0%	0%	0%	40%
Percentage of procurement budget spent on youth owned businesses	30%	0%	0%	0%	30%
Percentage of procurement budget spent on persons with disability owned businesses	07%	0%	0%	0%	07%

Table 6.18 (a) : Summary of payments and estimates: Programme : Supply Chain Management

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Sub Programme									
Human Resource Management	21 141	18 257	5 887	8 204	8 204	7 934	8 505	8 896	9 305
Total	21 141	18 257	5 887	8 204	8 204	7 934	8 505	8 896	9 305

Table 6.18 (b) : Summary of payments and estimates by Economic Classification: Programme : Finance

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Current Payments	21 141	18 257	5 887	8 204	8 204	7 934	8 505	8 896	9 305
Compensation of employees	2 282	2 585	2 927	3 678	3 678	3 530	3 178	3 776	3 781
Goods and services	18 859	15 657	2 960	4 526	4 526	4 404	5 327	5 120	5 524
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 orga	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payment for capital assets	-	15	-	-	-	-	-	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	15	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	21 141	18 257	5 887	8 204	8 204	7 934	8 505	8 896	9 305

The Supply Chain Management Unit procures goods and services for the entity. Included in the unit's budget are some of the entity's contractual obligations, such as building maintenance and security services. The entity has taken over some of the maintenance of the building from the Department of Public Works, Roads and Infrastructure. Overall, the unit is expected to be able to cater for the contractual obligations for the 2025/26 financial year.

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

This programme provides 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.

Attainment of an unqualified audit outcome report from the independent auditors, AGSA, is the measure of sustainability, efficiency and effectiveness of the Board in discharging its functions. In addition, the attainment of an unqualified audit opinion is an indication that the entity complies 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 funds, ICT tools and human resources to be able to discharge its constitutional responsibilities.

The Entity is working on digitising the work environment and ensuring that the vision of 4IR is achieved. However, the Entity has budgetary constraints that do not allow the Entity to fully fund some of its functions. The budgetary constraints affect both the support and the core units.

1.4. PROGRAMME 4: COMPLIANCE

Purpose: The purpose of this programme is to:

- Promote responsible gambling through visibility and awareness, and
- Ensure that gambling activities are compliant with relevant legislation.

1.4.1. SUB-PROGRAMME 4.1: RESPONSIBLE GAMBLING CAMPAIGNS AND RESEARCH

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

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Improved responsible gambling in Limpopo.	Awareness and reduction of problem gambling.	Number of responsible gambling campaigns conducted.	40	34	90	90	100	100	100

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of responsible gambling campaigns conducted.	100	15	15	50	20

1.4.2. SUB-PROGRAMME 4.2: LICENSING AND INVESTIGATION

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

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Transformed gambling industry that enables sustainable jobs in Limpopo.	Corporate licences processed.	Percentage of corporate applications processed quarterly within the standard timeframe of six months.	100%	100%	100%	100%	100%	100%	100%

Output Indicators: Annual and Quarterly Targets

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

1.4.3. SUB-PROGRAMME 4.3: GAMBLING CONTROL

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

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Improved compliance with legislation.	Compliance with legislation.	Number of compliance inspections conducted.	21	56	44	56	60	60	60

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of compliance inspections conducted.	60	15	15	15	15

1.4.4. SUB-PROGRAMME 4.4: COMPLIANCE AUDIT

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

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Improved compliance with legislation.	Compliance with legislation.	Number of compliance audits conducted.	28	28	42	42	50	50	50

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of compliance audits conducted.	50	10	15	10	15

Table 6.18 (a) : Summary of payments and estimates: Programme 3: Compliance

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Sub Programme									
Compliance	16 242	20 683	23 560	21 463	21 463	23 062	21 373	22 357	23 386
Total	16 242	20 683	23 560	21 463	21 463	23 062	21 373	22 357	23 386

Table 6.18 (b) : Summary of payments and estimates by Economic Classification: Programme 3 : Compliance

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Current Payments	16 242	20 683	23 560	21 463	21 463	23 062	21 373	22 357	23 386
Compensation of employees	15 431	17 119	18 266	19 963	19 963	20 122	19 514	20 412	21 351
Goods and services	811	3 537	5 294	1500	1500	2 940	1 859	1 945	2 035
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 orga	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payment for capital assets	-	27	-	-	-	-	-	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	27	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	16 242	20 683	23 560	21 463	21 463	23 062	21 373	22 357	23 386

The Compliance Business Unit is one of the core units of the Entity. The unit does extensive travel throughout the Limpopo province and has an allocation of R1.8 million in the 2025/26 financial year for goods and services to carry out its mandate of ensuring gambling compliance in the province. The budget allocation is insufficient considering that the unit is mainly field-based and incurs substantive travel and accommodation costs. In the 2024/25 financial year, the allocation of goods and services decreased drastically by 44%, which adversely impacted the unit's ability to ensure gambling compliance. The unit monitors responsible gambling activities in the province and some of these activities take place through different annual events such as the Marula Festival. In addition, the unit hosts various initiatives in November as this is the Responsible Gambling month.

With the impact statement of the entity being 'A regulated, fully compliant and socially responsible gambling environment in Limpopo', the entity engages in various regulatory activities to ensure that this impact statement is realised. In this regard, the entity regulates gambling by conducting compliance audits and inspections to ensure that licensees are compliant with legislative prescripts and licence conditions. The entity also engages licensees in stakeholder sessions to communicate various regulatory issues of mutual interest and seeks the best solutions to the challenges identified. Other stakeholders are engaged by concluding Memoranda of Understanding that enable collaboration on various matters of mutual interest, such as training, research, responsible gambling awareness and information exchange. Problem gambling is an inevitable consequence of gambling in any society; hence the Entity conducts responsible gambling awareness campaigns through various mediums to minimise the prevalence of problem gambling, thereby creating a socially responsible gambling environment together with the licensees and the SARGF.

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

This business unit is one of the core units of the Entity and has not been allocated sufficient budget to be able to carry out its planned targets for the 2025/26 financial year and the outer years. The unit conducts responsible gambling awareness activities around the province and some of these activities take place through the annual Limpopo Marula Festival and annually in November, which is the Responsible Gambling month. Each year, the business unit considers innovative ways in which it can enhance its systems and processes. Some of the plans pertaining to these possible improvements are not necessarily catered for in the above budget. This, among other plans, includes the Compliance Gambling System which, should it be implemented this year, will have its funding come through a budget adjustment.

1.5. PROGRAMME 5: 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, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
All modes of illegal gambling activities combatted.	Illegal gambling reduced.	Number of investigations conducted on illegal gambling activities.	0	247	273	180	240	240	240
		Number of crime awareness campaigns conducted.	27	48	64	40	50	50	50

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of investigations conducted on illegal gambling activities	240	60	60	60	60
Number of crime awareness campaigns conducted.	50	07	08	20	15

Table 6.17 (a): Summary of payments and estimates: Programme 2: Law Enforcement

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Programme									
Law Enforcement	6 117	7 970	9 812	9 071	14 148	9 477	8 601	8 998	9 411
Total	6 117	7 970	9 812	9 071	14 148	9 477	8 601	8 998	9 411

Table 6.17 (b) : Summary of payments and estimates by Economic Classification: Programme 2: Law Enforcement

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Current Payments	6 117	7 970	9 812	9 071	14 148	9 477	8 601	8 998	9 411
Compensation of employees	5 604	6 310	7 264	7 571	7 571	7 672	6 743	7 053	7 377
Goods and services	513	1 639	2 548	1500	1500	1805	1 858	1 945	2 034
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 orga	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payment for capital assets	-	27	-	-	-	-	-	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	27	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	6 117	7 970	9 812	9 071	14 148	9 477	8 601	8 998	9 411

The Law Enforcement Business Unit is one of the core business units of the Entity. This unit is mainly field based and spends mainly on travel and accommodation. The R1.8 million, as depicted above for the 2025/26 financial year, is expected to fund the entire year's activities for the unit. The unit is also working on enhancing the operations by moving away from reporting numbers to actual evaluation of the impact of the work performed throughout the province.

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

To effectively tackle illegal gambling activities, the Law Enforcement Unit has set a target to conduct 240 investigations throughout the 2025/26 financial year. Achieving this goal will hinge on a strategic approach involving enhanced collaboration and strengthened partnerships with key stakeholders. These include the South African Police Service (SAPS), the National Prosecuting Authority (NPA), the South African Revenue Service (SARS), the National Gambling Board (NGB), Department of Home Affairs and other relevant stakeholders. Such collaboration will facilitate a more coordinated response to illegal gambling, leveraging the expertise and resources of each partner.

To stay ahead of evolving illegal gambling tactics, the unit will provide workshops for stakeholders directly involved in the investigation process. These workshops will ensure that Law Enforcement Officials and other key actors remain informed about the latest developments and techniques used by illegal operators. A significant aspect of the strategy involves regular engagement with the Community Policing Forum (CPF) and participation in joint operations. This proactive approach prioritises community involvement and fosters collaboration with community leaders and stakeholders. The goal is to promote community-led crime prevention strategies, creating a collective effort to address illegal gambling issues at the grassroots level. By working closely with the CPF and other local organisations, the unit seeks to build stronger community support and enhance overall crime prevention efforts.

In addressing the specific challenge of illegal online gambling, where cases are often withdrawn from court, the unit plans to shift its focus from ad hoc investigations to more structured, registered project investigations. This method requires a greater commitment of time and resources but is designed to address the persistent issue of cases being dismissed due to procedural tactics. By implementing this approach, the unit aims to improve the continuity and success of investigations, thereby reducing the frequency of case withdrawals and enhancing the overall effectiveness of enforcement actions.

In addition, the unit plans to conduct 50 crime awareness campaigns throughout the financial year. These campaigns will be a crucial component of the strategic plan, focusing on public education and community engagement. The unit will collaborate with other government departments and community organisations to expand the reach and impact of these campaigns. Using mass media advertisements, print media and outdoor advertisements, the campaigns will aim to educate the public about the dangers of illegal gambling and empower individuals to recognise and report illegal activities. This comprehensive approach will not only raise awareness but also strengthen community involvement in crime prevention efforts.

2. PROGRAMME RECOURSE CONSIDERATIONS

Table 6.15 (a) : Summary of payments and estimates: Limpopo Gambling Board

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
1. Administration	46 016	50 167	42 182	38 058	38 058	39 729	41 751	43 159	45 144
2. Law Administration	6 117	7 970	9 812	9 071	9 071	9 477	8 601	8 998	9 411
3. Compliance	16 242	20 683	23 560	21 463	21 463	23 062	21 373	21 373	23 386
Total	68 375	78 820	75 554	68 592	68 592	72 268	71 725	74 514	77 941

The Entity's grant allocation was increased in the 2021/22 financial year to R68 million after additional funds were sourced from the Provincial Treasury subsequent to the budget cuts as a result of the Covid-19 pandemic. The grant allocation in the 2022/23 financial year was increased to R78 million. However, the budget was reduced by R3.2 million in the 2023/24 financial year. The allocation was subsequently adjusted upwards by R15 million during the mid-year budget adjustment to ease the budget pressure. The allocation decreased in the 2024/25 financial year, which put pressure on deliverables and the meeting of obligations by the Entity. The grant increase in the 2025/26 financial year and over the MTEF increases at an average rate of 3.9%, which is below the inflation rate.

SUMMARY OF ECONOMIC CLASSIFICATION

Table 6.15 (b) : Summary of payments and estimates by Economic Classification: Limpopo Gambling Board

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Economic Classification									
Current Payments	68 365	77 220	75 554	68 592	68 592	72 201	71 725	73 942	77 343
Compensation of employees	5 779	5 749	9 083	8 492	8 492	8 492	7 874	7 800	8 167
Goods and services	2 642	3 744	3 606	3 640	3 640	4 181	3 702	4 250	4 437
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 orga	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payment for capital assets	10	1600	-	-	-	67	-	572	598
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	10	1600	-	-	-	67	-	572	598
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	68 375	78 820	75 554	68 592	68 592	72 268	71 725	74 514	77 941

Compensation of Employees

Employee-related costs constitute salary, allowances, pension, 13th cheques, long-service wards, leave payout, travel allowances and medical aid. Annually, these figures are adjusted in line with the salary adjustment percentage approved by the Board. The entity adjusts the budgeted amount of employee-related costs during the mid-year budget adjustment period if necessary.

Goods and Services

From the budget allocation from LEDET, the entity uses these funds to finance its operations, which largely encompass travel and subsistence by the core units, Law Enforcement and Compliance, through conducting compliance audits, investigation of illegal gambling and running of gambling awareness campaigns throughout the Limpopo province. Goods and services allocation also includes internal and external audit fees, security costs, Board members fees, maintenance costs and other operational costs key to the entity's mandate. Due to limited budget allocation, some of the costs are underfunded. The entity adjusts the budget allocation during the mid-year budget adjustment period to ensure that the spending is in line with the allocated funds.

Payment for Capital Assets

No capex budget for the 2025/26 financial year.

REVENUE

Table 6.14(a) Summary of Receipts: Limpopo Gambling Board

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2024/25	2025/26	2026/27
Government Grant and Subsidies	75 651	82 652	81 736	68 592	68 592	68 592	71 725	74 514	79 942
Total	75 651	82 652	81 736	68 592	68 592	68 592	71 725	74 514	79 942

Table 6.14(b) Entity's Receipt : Limpopo Gambling Board

	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
R thousand	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
Tax revenue	129 781	196 036	260 408	243 904	243 904	243 904	255 394	267 431	267 413
Non-tax revenue	14 021	13 120	11 651	12 664	12 664	12 664	13 171	13 697	14 327
Sales of goods and services other than capital assets	13 312	11 976	10 067	10 872	10 872	10 872	11 307	11 759	12 300
Of which									
Administration fees									
Sales by market establishments									
Other sales	13 312	11 976	10 067	10 872	10 872	10 872	11 307	11 759	12 300
ANNUAL LICENCE FEES	9 000	8 723	8 565	8 638	8 638	8 638	8 895	9 237	9 662
HORSE RACING FEES, LPM APPLICATION FEES & LPM LICENCE FEES	403	387	195	544	544	544	578	614	642
MANUFACTUREE LICENCES, BINGO & CERTIFICATE OF SUITABILITY	40	122	9	285	285	285	307	321	336
INVESTIGATION FEES & SUNDRY INCOME	479	1 844	547	430	430	430	465	486	508
EMPLOYEE REGISTRATION FEES	3 390	900	751	975	975	975	1 053	1 101	1 152
Entity revenue other than sales	709	1 144	1 584	1792	1792	1 792	1 864	1 938	2 027
Fines, penalties and forfeits	155	101	200				-		
Interest, dividends and rent on land	554	1 043	1 384	1 792	1 792	1 792	1864	1 938	2 027
Interest	554	1 043	1 384	1 792	1 792	1 792	1 864	1 938	2 027
Dividends									
Rent on land									
Transfers received	61 381	75 651	82 652	68 592	68 592	68 592	71 723	74 514	79 942
Social contributions received (social security funds only)									
Departmental transfers	61 381	75 651	82 652	68 592	68 592	68 592	71 723	74 514	79 942
GRANT FROM LEDET	72 117	61 381	75 651	68 592	68 592	68 592	71 723	74 514	79 942
Total	68 375	284 807	354 711	325 160	325 160	325 160	340 290	355 642	361 700

The entity collects tax revenue through the payment of gross gambling revenue from gambling licensees. The entity then surrenders these funds monthly to its shareholder, LEDET. The Entity's main source of income is the grant received from LEDET.

3. KEY RISKS AND MITIGATIONS FROM THE STRATEGIC PLAN

OUTCOME	KEY RISK	RISK MITIGATION
A sustainable, efficient and effective organisation.	- Insufficient budget to carry out mandate. - Key-person dependency (reliance on knowledge and/or availability of one person – lack of succession planning).	- Engage the shareholder (LEDET) and Provincial Treasury on alternative sources of funding such as charging of the commission and retention of surplus funds. - Request additional funding via budget adjustments. - Filling of vacancies per organisational structure. - Review of organisational structure. - Approval and implementation of succession plan.
	Loss of crucial entity data.	- Develop a records management system. - Maintenance of the off-site storage facility.
	Failure to meet the legislated targets for promoting businesses by designated groups.	- Develop an internal database of suppliers. - Collaborations with LEDET on identifying designated groups.
Transformed gambling industry that enables sustainable jobs in Limpopo.	Failure to meet the legislated targets for promoting businesses by designated groups.	- Inclusion of economic imperatives criteria for evaluation of licence application. - Monitoring compliance with licence conditions.
Improved local and international relations with other gambling regulators and related institutions.	Lack of advanced knowledge of the gambling industry and manner of regulation.	Benchmarking with other gambling regulators and related institutions.
Improved responsible gambling in Limpopo.	Increased incidents of problem gambling.	Continuous education and awareness interventions through visible responsible gambling campaigns.
Improved compliance with legislation by licensees.	Failure to address/comply with anti-money laundering (AML) and anti-terrorism financing (ATF) measures.	Implementation of risk-based methodologies for supervising licensees on AML and ATF
All modes of illegal gambling activities combatted.	Proliferation of illegal gambling activities in the province.	- Investigations and raids by Law Enforcement Business Unit in partnership with SAPS. - Illegal gambling awareness to communities. - Update on amendments of Limpopo Gambling Act.

4. PUBLIC ENTITIES

Not applicable.

5. INFRASTRUCTURE PROJECTS

Not applicable.

6. 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.	- Research reports. - Rehabilitated problem gamblers. - Informed members of the public on problem gambling matters.	R 0.00	2028
BMM Test Labs (Pty) Ltd.	To collaborate on regulatory compliance, training, promoting responsible gambling and exchange of information.	- Regulatory Test Report. - LGB staff members with enhanced knowledge of regulatory matters.	R 0.00	Perpetual
South African Bookmakers Association	To collaborate on regulatory compliance, training, promoting responsible gambling and exchange of information.	- LGB staff members with enhanced knowledge of regulatory matters. - Compliant licensees. - Informed members of the public on problem gambling matters.	R 0.00	Perpetual



PART D:

TECHNICAL INDICATOR DESCRIPTION (TID)

PROGRAMME 1: GOVERNANCE

Indicator Title	Percentage of compliance to disclosure of financial interests by the Board and committees
Definition	To facilitate the declaration of financial interests by the Board and committee members to promote transparency and accountability
Source of Data	Declaration of financial interest forms by Board and committee members
Method of calculation / Assessment	Actual number of Declaration of financial interest forms by Board and committee members
Means of Verification	Signed declaration of financial interest forms completed and submitted by Board and committee members
Assumptions	Implement accountability
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Decisions that 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	Financial interest disclosure forms by executives
Method of calculation / Assessment	Actual the total number of completed and signed financial interest disclosure forms submitted in relation to the total number of Executive Management who submitted
Means of Verification	Financial interest disclosure forms complete and signed by Executives
Assumptions	Implement accountability
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Decisions that 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 evidencebased research. The research focus areas would include transformation of the gambling industry, promotion of responsible gambling, the impact of illegal gambling activities and the technological impact of the 4IR in the gaming industry.
Source of Data	Research reports, books, journals articles
Method of calculation / Assessment	Simple counting of number of research projects completed
Means of Verification	Final research paper
Assumptions	The LGB Board is able to plan on the basis of empirical research
Disaggregation of Beneficiaries	None
Spatial Transformation	None
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	Informed decision making based on empirical research evidence
Indicator Responsibility	Chief Executive Officer

Indicator Title	Number of stakeholder engagement sessions held
Definition	To build good relationships with stakeholders by engaging stakeholders through interactive sessions to discuss various regulatory issues
Source of Data	Annual Performance Plan
Method of calculation / Assessment	Count number of stakeholder engagement sessions held
Means of Verification	Attendance registers or stakeholder engagement session minutes or stakeholder session report
Assumptions	The LGB will build good relationships with stakeholders
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Bi-annual
Desired Performance	Good relationships with stakeholders
Indicator Responsibility	Chief Executive Officer

Indicator Title	Number of signed Memoranda of Understanding/Agreements
Definition	The indicator refers to the establishment of formal collaborations with local and international gambling regulators and organisations for the purpose of benchmarking, information sharing and collaborating on regulatory issues.
Source of Data	Annual Performance Plan
Method of calculation / Assessment	Count and review the number of signed Memorandum of Understanding/Agreements
Means of Verification	Memorandum of Understanding/Agreement signed
Assumptions	The LGB will build good relationships with other regulators and organisations
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Bi-annual
Desired Performance	Effective collaborations with other regulators or organisations
Indicator Responsibility	Chief Executive Officer

PROGRAMME 2: CORPORATE SERVICES

Indicator Title	Percentage of implementation of the approved WSP
Definition	Total number of trainings attended for the year based on the workplace skills plan
Source of Data	Approved workplace skills plan
Method of calculation / Assessment	The actual number of trainings attended for the year
Means of Verification	Approved workplace skills plan
Assumptions	To improve organisational performance
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	Improving staff performance
Indicator Responsibility	Senior Manager: Corporate Services

Indicator Title	Percentage of Performance Agreements signed
Definition	Signed performance agreements for the current financial year submitted to the HR Unit by 30 April. For new appointments, the signed performance agreement should be submitted within two months of the appointment.
Source of Data	Performance Agreement
Method of calculation / Assessment	Actual number of signed performance agreements submitted divided by the total number of employees in the Entity multiplied by 100
Means of Verification	Signed Performance Agreements
Assumptions	To improve organisational performance
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	Improving staff performance
Indicator Responsibility	Senior Manager: Corporate Services

Indicator Title	Percentage of annual performance assessment conducted
Definition	Performance Assessment conducted by Management and the HR Unit for the previous financial year by the end of 2nd Quarter of the current financial year.
Source of Data	Bi-annual Performance Appraisals
Method of calculation / Assessment	Actual number of performance appraisals signed divided by the total number of LGB employees multiplied by 100
Means of Verification	Performance Assessment Report
Assumptions	Elimination of low morale and poor performance
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	Improving staff performance
Indicator Responsibility	Senior Manager: Corporate Services

PROGRAMME 3: FINANCE

Indicator Title	Unqualified audit outcome maintained
Definition	To maintain a professional and financially transparent and accountable administration
Source of Data	Audit reports, draft annual report and draft annual financial statements
Method of calculation / Assessment	Audit report indicating audit outcome as submitted by AGSA, assess the audit opinion expressed by the auditors on the Annual Financial Statements and the reported performance on predetermined outcomes/objectives
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 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
Method of calculation / Assessment	Invoices paid divide by received invoices multiple by 100%.
Means of Verification	Valid Invoices with Invoice Register and/or Payment Vouchers
Assumptions	All valid invoices received are paid within 30 days
Disaggregation of Beneficiaries	All Suppliers
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	100% of valid invoices paid within 30 days
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of procurement budget spent on women owned businesses
Definition	Preferential procurement budget used to empower women-owned businesses in line with Preferential Procurement Regulation 2022
Source of Data	Spend Report and CSD
Method of calculation / Assessment	Actual number of invoices received divided by the number of women-owned businesses multiplied by 100 to obtain a percentage
Means of Verification	Spend report
Assumptions	Availability of budget
Disaggregation of Beneficiaries	40% for Women
Spatial Transformation	Not Applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Forty (40) per cent of the procurement goes towards women-owned businesses
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of procurement budget spent on youth-owned businesses
Definition	Preferential procurement budget used to empower youth-owned businesses in line with Preferential Procurement Regulation 2022
Source of Data	Spend Report and CSD
Method of calculation / Assessment	Actual number of invoices received divided by the number of youth-owned businesses multiplied by 100 to obtain a percentage
Means of Verification	Spend report
Assumptions	Availability of budget
Disaggregation of Beneficiaries	30% for youth
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Thirty (30) per cent of procurement goes towards youth-owned businesses
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of procurement budget spent on persons with disability owned businesses
Definition	This indicator refers to the preferential procurement budget used to empower disability owned businesses in line with Preferential Procurement Regulation 2022
Source of Data	Spend Report and CSD
Method of calculation / Assessment	Actual number of invoices received divided by the number of disability owned businesses multiplied by 100 to obtain a percentage
Means of Verification	Spend report
Assumptions	Availability of budget
Disaggregation of Beneficiaries	07% for disability
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Seven (7) per cent of procurement goes towards disability owned businesses
Indicator Responsibility	Chief Financial Officer

PROGRAMME 4: COMPLIANCE

Indicator Title	Number of Responsible Gambling Campaigns conducted
Definition	Responsible Gambling Awareness Campaigns conducted including physical or online 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	Responsible Gambling Awareness Strategy & Annual Plan and Invitations
Method of calculation / Assessment	Count number of Responsible Gambling Campaigns conducted
Means of Verification	LGB attendance registers and/or Host attendance registers and/or LGB Social Media Pages Statistics reports and/or Radio/TV audience or other media statistics reports
Assumptions	The public will be aware of the effect of gambling irresponsibly
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired Performance	Reduce the number of incidents of problem gambling
Indicator Responsibility	Senior Manager: Compliance

Indicator Title	Percentage of corporate licence applications processed quarterly within the standard timeframe of six months
Definition	This includes, but is not limited to, new applications received for bingo operator, bingo sites, bookmaker operator, bookmaker site, totalisator site, LPM site and certificate of suitability processed within six months by management. This is based on complete applications received. An application for a corporate licence will be regarded as 'processed' when the CEO has signed off the investigation report for submission to the Compliance and Enforcement Committee. An application is regarded as 'complete' when there are no outstanding documents from the applicant.
Source of Data	Applications delivery note/Applications register and Investigation Reports
Method of calculation / Assessment	Divide the total number of complete licence applications that are due to be finalised (six month period) by the end of the quarter by signed corporate licence Investigation reports finalised during the quarter multiplied by 100, i.e., $\frac{\text{Total number of complete applications due in the quarter} \times 100}{\text{Total number of investigation reports finalised}}$ In the quarter where no applications for licences have been received for processing, the actual achievement will be recorded as not applicable. Notes: If investigation reports are finalised prior to the six month period lapsing and the calculation for the quarter is more than 100%, the actual achievement will be regarded as 100%. If there are no complete applications due to be processed/finalised in the quarter then the percentage will be 100%.

Means of Verification	Signed investigation reports and licence applications received register/delivery note.
Assumptions	All the licensed entities meet the licensing requirements
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Finalising investigations of all complete applications received
Indicator Responsibility	Senior Manager: Compliance

Indicator Title	Number of compliance inspections conducted
Definition	Number of compliance inspections conducted on casino, bingo and LPM site licensees to ensure that licensees adhere to gambling legislation and licence conditions
Source of Data	Gambling Control Operational Plan
Method of calculation / Assessment	Count number of compliance inspections conducted
Means of Verification	Compliance inspection reports
Assumptions	Operators will adhere to licence conditions and legislations
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired Performance	Licensees compliant with applicable legislation and licence conditions
Indicator Responsibility	Senior Manager: Compliance

Indicator Title	Number of compliance audits conducted
Definition	Conduct compliance audits or levy audits or monitoring reviews to ensure that licensees adhere to gambling legislation and licence conditions
Source of Data	Compliance Audit Operational Plan
Method of calculation / Assessment	Count the number of compliance audits and/or levy audits and/or monitoring reports
Means of Verification	Count number of compliance audits and or levy audits and or monitoring reviews conducted
Assumptions	Licensees will adhere to licence conditions and legislation
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired Performance	Licensees compliant with applicable legislation
Indicator Responsibility	Senior Manager: Compliance

PROGRAMME 5: LAW ENFORCEMENT

Indicator Title	Number of investigations conducted on illegal gambling activities
Definition	This refers to conducting investigations on identified illegal gambling activities and enquiries to verify suspicious or reported illegal gambling activities
Source of Data	Tips from members of the public. Undercover operations and invitations from other stakeholders.
Method of calculation / Assessment	Count the number of investigations conducted and count the number of investigation reports
Means of Verification	Investigation reports
Assumptions	Reduced illegal gambling activities
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Rural and urban
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired Performance	Reduction of illegal gambling activities
Indicator Responsibility	Senior Manager: Law Enforcement

Indicator Title	Number of crime awareness campaigns conducted
Definition	Conducting of crime awareness campaigns to educate and empower society and stakeholders about the impact and danger of illegal gambling activities
Source of Data	Crime awareness year plan and invitations
Method of calculation / Assessment	Count number of crime awareness campaigns conducted and attendance registers for crime
Means of Verification	Attendance registers and confirmation letters
Assumptions	Reduced illegal gambling activities and increase the reporting of illegal activities
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired Performance	Reduction of illegal gambling activities
Indicator Responsibility	Senior Manager: Law Enforcement

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

ANNEXURE A: AMENDMENTS MADE TO THE STRATEGIC PLAN

Not applicable.

ANNEXURE B: CONDITIONAL GRANTS

Not applicable.

ANNEXURE C: CONSOLIDATED INDICATORS

Not applicable.

ANNEXURE D: NATIONAL SPATIAL DEVELOPMENT FRAMEWORK AND THE DISTRICT DEVELOPMENT MODEL

Not applicable.



NOTES

[illegible]

NOTES

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