LIMPOPO GAMBLING BOARD

ANNUAL PERFORMANCE PLAN FOR 2026/27
(Final)

DATE OF TABLING
17 MARCH 2026

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EXECUTIVE AUTHORITY STATEMENT

It is my singular honour to present to this august House the 2026/27 Annual Performance Plan (APP) of the Limpopo Gambling Board (LGB). This plan reflects our collective strategic intent, priorities, and performance targets as we continue to strengthen governance, compliance, and transformation within the gambling sector. It also aligns with the broader priorities of the 7th Administration and the Five-Year Strategic Plan of the Board, ensuring that the LGB continues to contribute meaningfully to the realisation of Limpopo's developmental objectives.

The Limpopo Gambling Board, a Schedule 3C public entity established in terms of the Public Finance Management Act (PFMA) of 1999 and the Limpopo Gambling Act of 2013, plays a critical regulatory and developmental role. Its mandate is to license, regulate, and monitor the operations of the gambling industry in the province — ensuring full compliance with applicable laws and standards. Beyond its regulatory function, the Board remains an important contributor to economic growth and poverty alleviation in the province through job creation, support for local enterprises, and revenue generation for the provincial fiscus.

Transformation within the gambling industry remains a key strategic priority for this planning cycle. The Board continues to work towards an inclusive and responsible gambling sector that reflects the diversity of our province and supports community empowerment. In this regard, the involvement of communities, especially those directly affected by gambling operations, is essential to ensuring that the industry delivers social and economic value.

The gambling industry also serves as an important lever for balancing economic growth with social responsibility. The Board, working with licensed operators, has implemented impactful corporate social investment initiatives that address pressing social challenges and uplift previously disadvantaged communities. This collaboration will continue and expand during the 2026/27 financial year, ensuring that gambling contributes positively to the socio-economic well-being of Limpopo's people.

As required by the PFMA, the LGB's mandate also includes the promotion of responsible gambling. The Board will continue to collaborate with the South African Responsible Gambling Foundation (SARGF) and the Department of Social Development to intensify public education and awareness campaigns about the dangers of irresponsible gambling and addiction. Protecting gamblers and their dependants from harm remains a central pillar of the Board's social mandate.

Another key focus area is the fight against illegal and online gambling. The Limpopo Gambling Board will continue working closely with law enforcement agencies and other partners to detect, prevent, and eradicate illegal gambling activities across the province. Such efforts are vital to safeguarding the integrity of the regulated industry and ensuring fair competition and responsible play.

This Annual Performance Plan holds great significance as it outlines the strategic pathways through which the Board will pursue its objectives amid a challenging economic climate. Despite fiscal constraints, our focus remains on innovation, accountability, and the efficient use of resources to deliver measurable impact.

I extend my sincere appreciation to the Chief Executive Officer of the Limpopo Gambling Board, Mr Gregory Makoko, and the Board of Directors led by Mr Elijah Tjiane, for their exemplary leadership and commitment to good governance. Their stewardship continues to position the LGB as one of Limpopo's most stable, compliant, and high-performing public entities.

This APP has been prepared within the framework of the new Five-Year Strategic Plan (2025–2030) and is fully aligned with the National Development Plan, the Limpopo Development Plan, and the draft Medium-Term Development Plan. Its adoption will enable the Board to advance its strategic priorities and deliver tangible results that contribute to economic development, transformation, and social protection.

Together, let us continue to strengthen the Limpopo Gambling Board as a model of integrity, innovation, and impact in public sector governance — serving both the industry and the people of Limpopo Province.

Honourable T.B. Matibe
Member of the Executive Council 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. The outcomes of the entity are aligned to the plans as stated above. The stakeholders within the gambling industry were consulted in the development of the plan.

The Entity will focus on the following priorities during 2026/27:

- 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.

Mr. M.G. Makoko
Chief Executive Officer: Limpopo Gambling Board

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of the Limpopo Gambling Board under the guidance of the Honourable Mr. T.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 2026/27 period.

Mr. L.K. Mathavhane
Programme 4: Compliance

Ms. E. Hlangwini
Programme 5: Law Enforcement

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

Dr. D. Malesa
Programme 2: Corporate Services

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
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
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 Money Bill was finalised and officially referred to Provincial Treasury for implementation of the process in terms of the Provincial Tax Regulations Act, 2001. The Limpopo Gambling Regulations will be implemented by LEDET once the Bill is introduced at Provincial Legislature (the two processes will run concurrently).

3. RELEVANT COURT RULINGS

None.

PART B: OUR STRATEGIC FOCUS

1. UPDATED SITUATIONAL ANALYSIS

GLOBAL GAMBLING OUTLOOK

The global gambling industry is undergoing an extraordinary transformation shaped by the convergence of technology, liberalised regulation, and shifting consumer preferences. In 2024, the global market exceeded USD 260 billion and is projected to grow steadily to over USD 350 billion by 2030, as illustrated in Figure 1. The drivers of this growth are primarily the rapid expansion of online gambling, emerging markets, and innovative technologies that are reshaping traditional gambling experiences.

(source: www.grandreviewresearch.com)

Figure 1: Global Gambling Market Growth Forecast (2024–2030) - illustrates the steady growth trajectory of the global gambling market from 2024 to 2030, indicating a consistent expansion supported by digital transformation and emerging markets.

Digital Transformation and Market Dynamics

Online gambling has become the dominant growth engine of the global gambling sector. Valued at approximately USD 95 billion in 2025, the online segment continues to expand at a compound annual growth rate of 10–12%, largely supported by mobile adoption, artificial intelligence-driven user experiences, and live dealer innovations. Increasingly, the gambling experience is moving from physical venues to digital platforms accessible through smartphones and personal computers. Operators are focusing on gamified interfaces, personalisation, and social engagement to attract and retain players.

Emerging Global Markets

The liberalisation of gambling regulation across Latin America, Africa, and Asia has opened new frontiers for investment. In particular, Brazil, India, and Nigeria are witnessing a surge in sports betting and online gaming participation, supported by their growing middle-class populations. In the United States, the legalisation of sports betting across more than 30 states has created a USD 10 billion annual revenue stream, signalling a paradigm shift in one of the world's largest consumer markets.

Technological Innovation

Technology remains the single most transformative factor in the gambling industry's evolution. Blockchain technology is improving transparency and security, allowing for decentralised gambling platforms that reduce fraud and increase player confidence. Similarly, Virtual Reality (VR) and Augmented Reality (AR) are beginning to redefine player engagement by creating immersive digital casinos that replicate the ambience and interactivity of physical venues. These innovations are complemented by artificial intelligence (AI), which enables real-time behavioural monitoring, risk detection, and personalisation of the player journey.

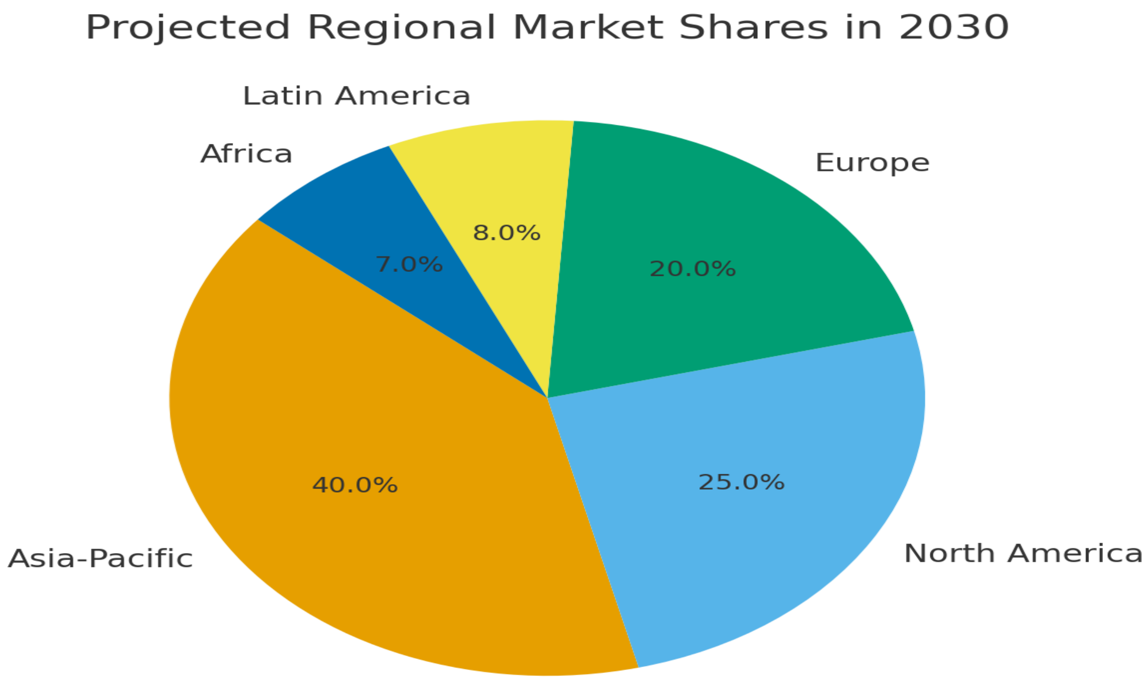
Responsible Gambling and Regulation

Global attention is increasingly turning to responsible gambling, as Regulators and Operators recognise the need to mitigate social and financial harm. Advanced AI tools now track behavioural indicators of addiction, while regulatory agencies enforce stricter identity verification and spending controls. Collaboration between Regulators and Operators is growing, particularly under the frameworks of international associations such as the International Association of Gambling Regulators (IAGR), of which the Limpopo Gambling Board (LGB) has been a member of since its establishment in 2010.

Market Outlook

By 2030, Asia-Pacific is expected to remain the largest gambling market, accounting for about 40% of global revenues, followed by North America (25%) and Europe (20%), as shown in **Figure 2**. Meanwhile, Latin

America and Africa are expected to experience the highest growth rates, albeit from a smaller base, driven by regulatory modernisation and digital infrastructure development.



(source: www.grandreviewresearch.com)

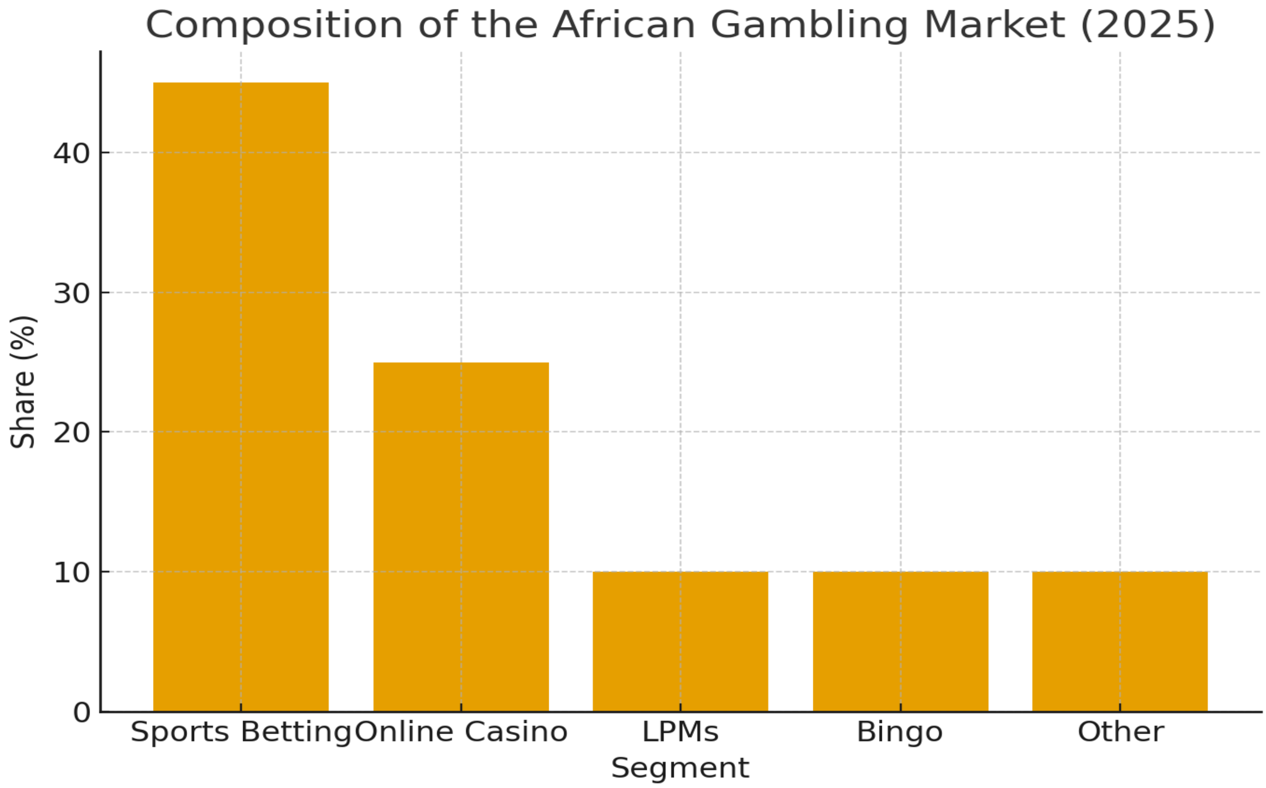
Figure 2: Projected Regional Market Shares in 2030 - shows the estimated market share distribution across global regions, with Asia-Pacific leading the market by 2030, followed by North America and Europe.

GAMBLING IN AFRICA

Africa's gambling landscape is rapidly evolving, reflecting a unique combination of demographic advantage, technological readiness, and policy reform. The continent's young population and growing digital connectivity have created a vibrant ecosystem for gambling Operators and Investors. The African gambling market is expected to surpass USD 20 billion by 2030, with a compound annual growth rate of 8–10%, led by sports betting and online gambling.

Structural Drivers of Growth

The key catalyst for growth in Africa's gambling sector is mobile technology. With mobile penetration surpassing 50% in most major markets, mobile-first betting platforms dominate the landscape. Affordable smartphones and competitive data plans have democratised access to gambling services, particularly in Nigeria, Kenya, Ghana, and South Africa. Sports betting, especially football, remains the primary revenue generator, representing nearly 45% of total gambling activity, see **Figure 3**. The popularity of live betting and instant-play wagers has also deepened user engagement among younger demographics.



(source: www.grandreviewresearch.com)

Figure 3: Composition of the African Gambling Market (2025) - highlights the dominance of sports betting in Africa's gambling sector, accounting for nearly half of the market share, followed by online casino gaming and other forms of betting.

Technological Integration

The use of Artificial Intelligence (AI) and Big Data Analytics is reshaping operations across Africa. Operators employ AI-powered chatbots for customer service, predictive analytics for risk assessment, and machine learning algorithms for detecting fraudulent transactions. Blockchain and cryptocurrency solutions are increasingly used to enable safe and transparent transactions, particularly in regions with underdeveloped banking systems.

Regulatory Modernisation and Partnerships

Regulatory reforms are progressing across the continent, with countries such as Kenya, Nigeria, and South

Africa updating their laws to accommodate online gambling and improve oversight. Collaborative arrangements between gambling Operators, telecommunications companies, and fintech firms are enhancing payment systems and consumer access. Governments are also forming or strengthening partnerships with private Operators to ensure responsible gambling and compliance with anti-money laundering (AML) regulations.

Challenges and Social Risks

Despite its growth potential, the African gambling industry faces several challenges. Regulatory inconsistency across jurisdictions complicates cross-border operations inland or across country jurisdictions. Cultural and religious opposition remains strong in some regions, limiting market penetration. Additionally, the rise of online gambling raises concerns over addiction, underage gambling, and cybersecurity vulnerabilities. These issues require balanced policy interventions to ensure sustainable growth.

SOUTH AFRICA AND THE LIMPOPO GAMBLING BOARD (LGB)

FATF Grey Listing and Compliance

The grey listing status of South Africa was lifted on 24 October 2025 by the Financial Action Task Force, following thirty-three months of sustained efforts to strengthen its anti-money laundering and counter-terrorism financing frameworks across sectors, marking a significant boost to investor confidence and global financial credibility. The LGB will implement the Memorandum of Understanding entered into with the Financial Intelligence Center to contribute towards continuous compliance with Financial Intelligence Act no. 38 of 2001 by the gambling sector in Limpopo province.

Licensing and Market Development

The licensing of Limited Payout Machines (LPMs) remains pending finalisation of a socio-economic impact study, expected by April 2026. Once approved, the licensing of Independent LPM Site Operator (ISO) licences will advance BBBEE participation in the province. All allocated casino licences in Limpopo are operational, generating employment and contributing significantly to local economic development.

The province also has four Bingo Operators managing six sites with 778 operational bingo seats, while 62 bookmaker sites and 22 totalisator sites are active. However, the proliferation of illegal online gambling poses a growing threat to legitimate operators and provincial revenue collection.

Stakeholder Collaboration

The LGB continues to strengthen partnerships with critical stakeholders through Memoranda of Understanding (MoUs). These include collaborations with the South African Responsible Gambling Foundation, BMM Test Labs, the South African Bookmakers Association, Limpopo Tourism Agency, Department of Social Development, and the Financial Intelligence Centre (FIC). These partnerships foster joint initiatives in responsible gambling, training, compliance, and anti-money laundering.

CONCLUSION AND STRATEGIC OUTLOOK

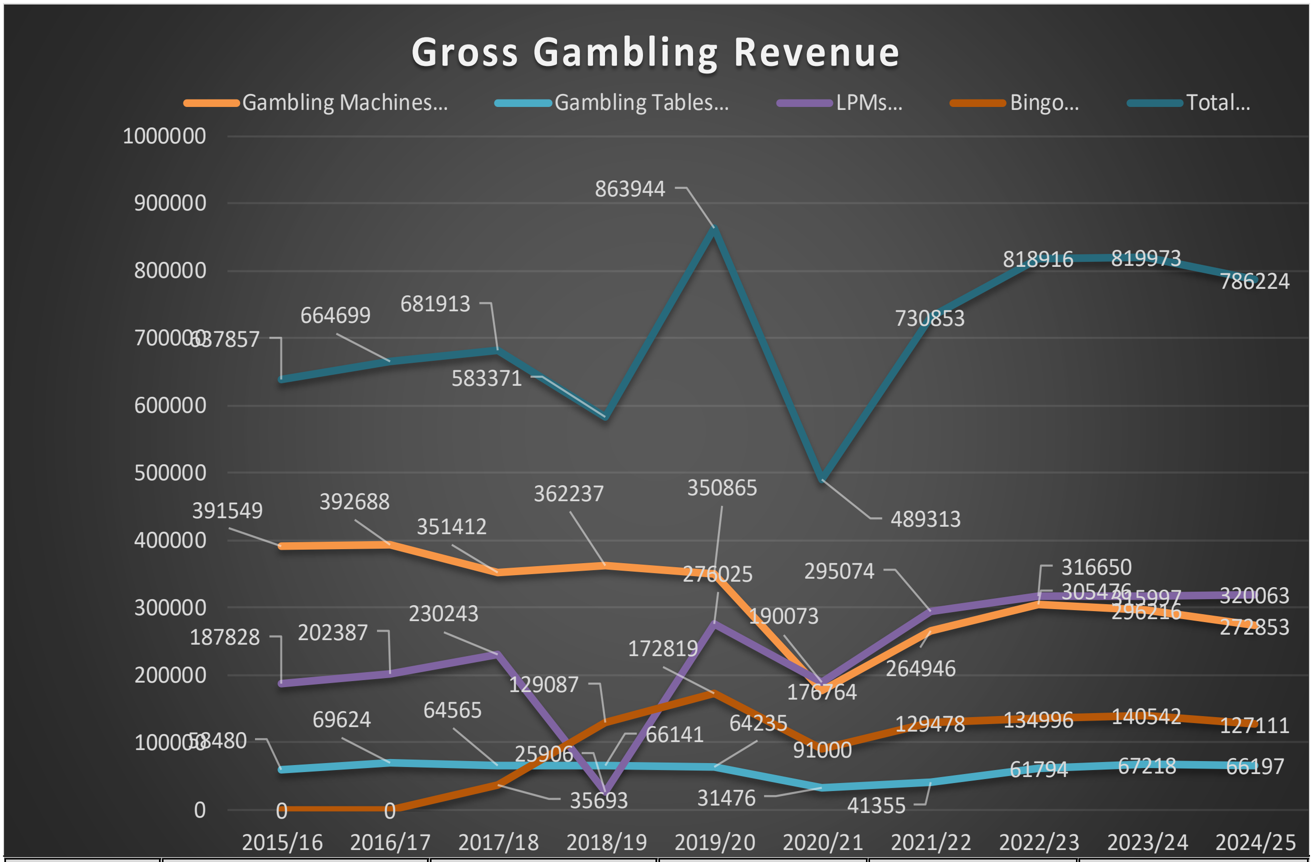
Globally and regionally, the gambling industry is in a period of digital acceleration and structural reform. The Limpopo Gambling Board is well positioned to harness these developments through strategic foresight, regional collaboration, and continued commitment to responsible gambling and regulatory integrity.

The future of gambling in both the global and African context will be determined by how effectively Regulators balance innovation with control, growth with responsibility, and technology with ethical governance. With the adoption of risk-based regulation, enhanced stakeholder cooperation, and proactive engagement in global networks such as the IAGR and GRAF the LGB can play a pivotal role in shaping the future of gambling regulation in South Africa and across the continent.

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 4:

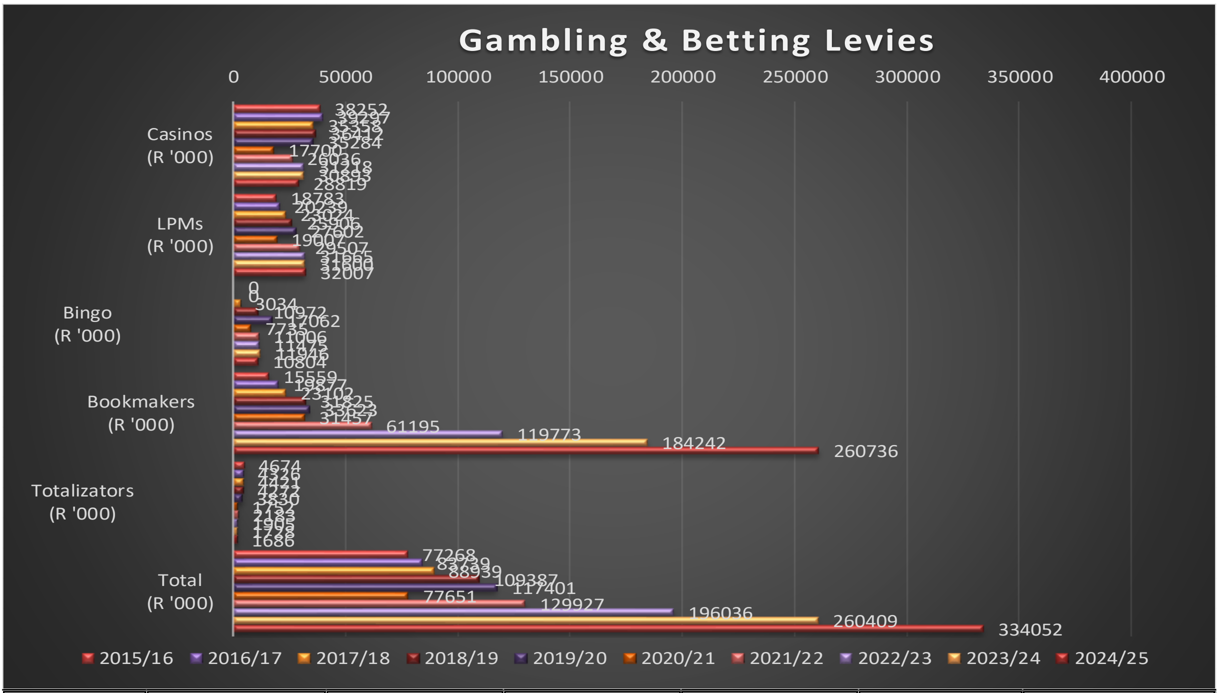


Year	Gambling Machines (R'000)	Gambling Tables (R'000)	LPMs (R'000)	Bingo (R'000)	Total (R'000)
2015/16	391 549	58 480	187 828	-	637 857
2016/17	392 688	69 624	202 387	-	664 699
2017/18	351 412	64 565	230 243	35 693	681 913
2018/19	362 237	66 141	25 906	129 087	583 371
2019/20	350 865	64 235	276 025	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	315 997	140 542	819 973
2024/25	272 853	66 197	320 063	127 111	786 224
Variance	- 23 363	- 1 021	4 066	- 13 431	- 33 749
Variance %	-8%	-2%	1%	-10%	-4%

GAMBLING LEVIES

The total levies paid by licensees for the financial years 2015/16 to 2024/25 were as follows:

Figure 5:



Year	Casinos (R '000)	LPMs (R '000)	Bingo (R '000)	Bookmakers (R '000)	Totalizators (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	11 946	184 242	1 728	260 409
2024/25	28 819	32 007	10 804	260 736	1 686	334 052
Variance	-2 074	407	-1 142	76 494	8%	73 643
Variance %	-7%	1%	-10%	42%	-2%	28%

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 2024/25 by -7% in comparison to 2023/24 due to changes in economic conditions.

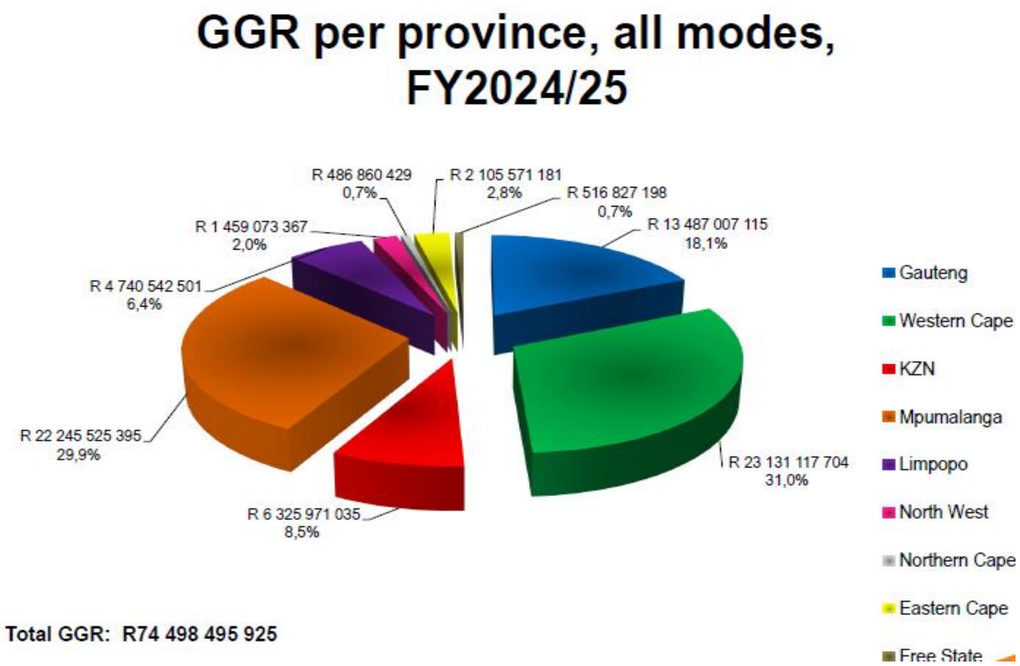
Levies from LPM operators have increased by 1%; while levies for Bingo operators decreased by -10% due to changes in economic conditions. Levies from bookmakers increased by 42% and levies from totalisators decreased by -2% due to economic conditions.

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

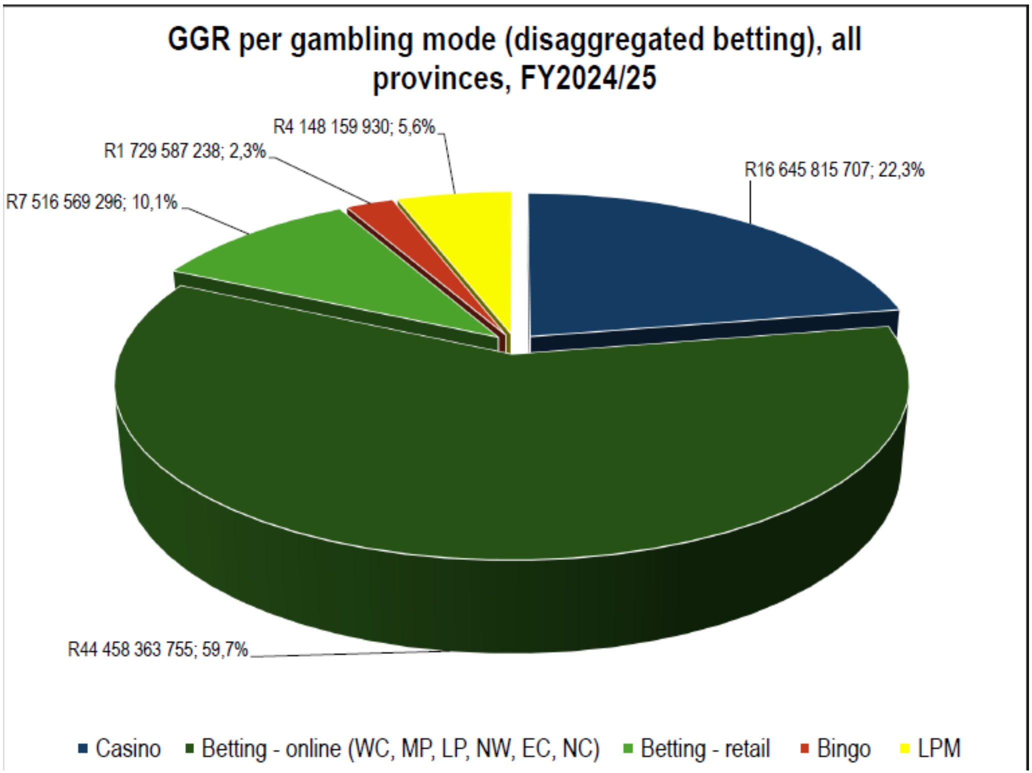
Overall, national GGR in FY2024/25 totalled R74.5 billion, a figure above that of the preceding year of R59.9 billion. In the 2024/25 financial year, Limpopo province contributed 6.4% to R4 740 542 501 GGR generated nationally. The Limpopo contribution increased by 0% in comparison to the 2023/24 contribution. All provinces experienced positive growth, and the highest growth rate was for Western Cape, followed by the Mpumalanga province.

<u>Figure 6:</u>



Source: National Gambling Board (2025)

Figure 7:

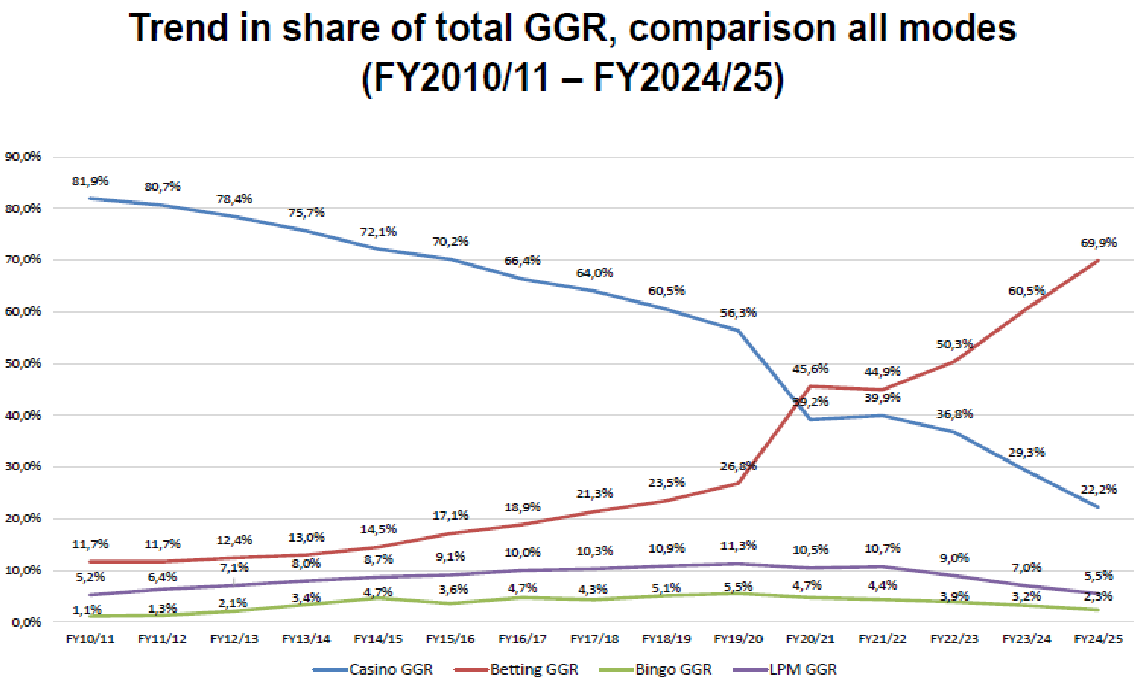


Source: National Gambling Board (2025)

The betting online sector GGR continues to dominate the various modes of gambling at 59.7%, followed by casino and betting retail at 22.3% and 10.1% respectively. At the same time, bingo and LPMs took a share of 5.6% and 2.3% respectively.

TREND IN SHARE OF TOTAL GROSS GAMING REVENUE

Figure 8:



Source: National Gambling Board (2025)

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 casino gambling has drastically declined from 81.9% in 2010/11 to 22.2% in 2024/25. 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 11.7% in 2010/11 to 69.9% in 2024/25. The GGR for LPMs and bingo declined nationally to 5.5% and 2.3%, respectively.

NATIONAL REVENUE OUTLOOK – LEVIES

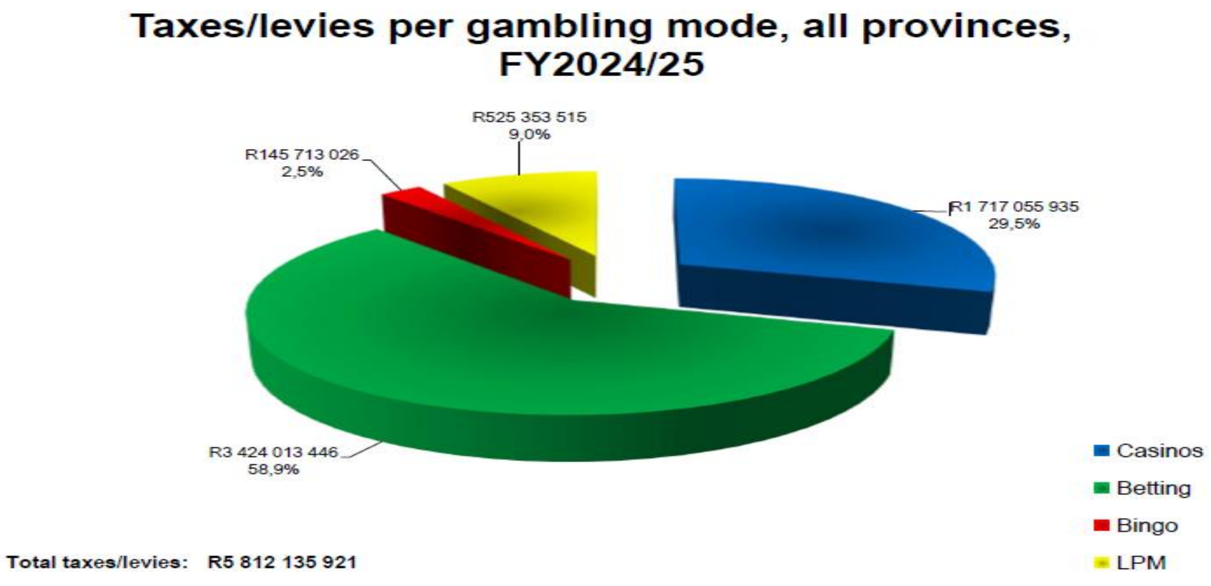
The gambling industry collected R5.8 billion in taxes/levies nationally in 2024/25 compared to R4.8 billion in 2023/24. This figure was a 0.21% increase on the previous year 2023/24. While the betting industry generated the largest amount of GGR, betting (58.9%) continues to contribute the larger share in levies relative to casinos (29.5%), LPMs (2.5%) and bingo (9%) sectors.

The same GGR trends reflect in the levies collected during the same period. Limpopo province generated gambling levies amounting to R328 million, which comprises 2.5% of levies collected nationally in 2024/25.

TAXES/LEVIES CONTRIBUTION PER PROVINCE – FY2024/25

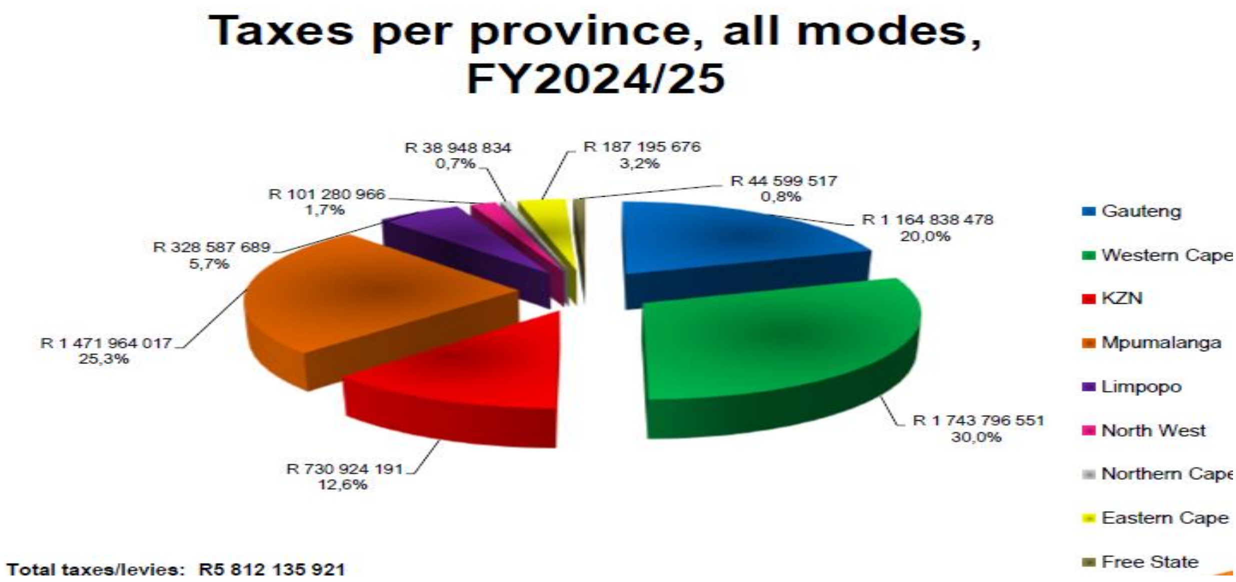
Gambling tax levied and collected by Provincial Licencing Authorities:

Figure 9:



Source: National Gambling Board (2025)

Figure 10:



Source: National Gambling Board (2025)

LAW ENFORCEMENT BUSINESS UNIT

Illegal gambling exists worldwide and continues to pose serious challenges for governments, regulators, and law enforcement agencies. Although the nature and scale of illegal gambling differ across regions, it remains a persistent problem due to its profitability, adaptability, and ability to operate outside formal regulatory frameworks. In Limpopo Province, illegal gambling continues to exist in various forms. These include illegal online (interactive) gambling, Fahfee (mochaina), illegal gambling machines commonly known as Chinese Roulette, as well as card and dice gambling. These activities operate outside the law and pose significant risks to communities, including financial loss, social harm, increased criminal activity, and unfair competition with licensed gambling operators.

Illegal gambling activities are difficult to quantify, but they form a significant part of the unregulated gambling economy. They are often linked to broader criminal activities such as consumer fraud, money laundering, tax evasion, and organised crime networks. Illegal gambling operators continue to adapt their methods in response to enforcement efforts, making use of technology, mobility, and community-based operations to avoid detection. At the same time, socio-economic pressures such as unemployment, poverty, and limited income opportunities contribute to sustained participation in illegal gambling, both by operators and players.

2. Legislative Mandate and Operating Context (National and Provincial Perspective)

The regulation and enforcement of gambling in South Africa operate within a multi-level legislative framework. At national level, gambling is governed by the National Gambling Act, 2004 (Act No. 7 of 2004), which provides the overarching policy framework for the regulation of gambling across the country. While national legislation sets the broad framework, each province is responsible for regulating and enforcing gambling within its own jurisdiction through its respective provincial gambling legislation. This decentralised legislative approach allows provinces to respond to local gambling conditions and risks. However, it also presents operational challenges for law enforcement. Differences in provincial legislation, enforcement capacity, and resource availability can create gaps that illegal operators exploit.

In Limpopo, this responsibility is derived from the Limpopo Gambling Act, 2013 (Act No. 3 of 2013), which empowers Limpopo Gambling Board to license, regulate, and take enforcement action against illegal gambling activities within the province. This mandate is implemented within a complex and evolving external environment. At national level, coordination between provincial gambling boards, the National Gambling Board, and law enforcement agencies such as the South African Police Service (SAPS) is essential to address illegal gambling that transcends provincial boundaries. Joint operations, information sharing, and aligned enforcement strategies are therefore critical to effective regulation.

Globally, gambling is increasingly driven by digital platforms that operate across borders. Many illegal online gambling platforms are hosted outside South Africa and fall beyond the direct reach of provincial legislation. The ability to respond to technology-driven and cross-border gambling activities is therefore critical to successful regulation.

3. Dominant Forms of Illegal Gambling in Limpopo

Among the various modes of illegal gambling identified above, the two most dominant are illegal gambling machines and illegal online (interactive) gambling.

3.1 Illegal Gambling Machines

Although these machines are still widely found, recent trends show a gradual decrease in their availability. Over the past few years, the number of machines confiscated has declined. In 2023, a total of 771 machines were seized, followed by 623 in 2024, and 280 in the first nine months of the current financial year. This downward trend suggests that sustained enforcement actions and regular inspections are beginning to have a positive impact. However, despite this progress, the sources and suppliers of these machines remain largely unknown. These suppliers operate covertly and continue to pose a risk to long-term enforcement success. This indicates that while local-level interventions are effective in disrupting operations, upstream networks continue to pose a long-term risk to effective regulation. recent trends show a gradual decrease in their availability.

3.2 Illegal Online (Interactive) Gambling

Illegal online (interactive) gambling presents a different and growing challenge. Across Limpopo Province, there has been a noticeable increase in computer-based physical sites operating as internet cafés but facilitating illegal gambling activities. In several towns, the number of such outlets has increased, with some areas now hosting multiple sites where only one previously existed. These outlets make use of computer terminals, monitors, and networked systems to enable gambling, while the gambling platforms and servers are often hosted outside the province or outside the country. This creates enforcement challenges, as the visible physical outlet is local, but the gambling operation itself is technologically and jurisdictionally removed.

4. Stakeholder Cooperation and Collaboration

Effective enforcement against illegal gambling depends heavily on cooperation with other stakeholders. Law Enforcement Business Unit operates within a broader justice and security environment that includes the South African Police Service (SAPS), the courts, municipalities, traditional leadership structures, schools, and other government departments. Participation in joint operations, community safety forums, and justice cluster meetings plays an important role in strengthening coordination, sharing information, and improving overall response to illegal gambling activities.

Law Enforcement Unit actively participates in various external forums that strengthen collaboration and extend the reach of its work. These include the Local Efficiency Enhancement Committee meeting hosted by the Tshilwavhusiku Magistrate, the Polokwane Municipality Community Safety Stakeholder Forum, the SASSA Integrated Community Outreach Programme, and the JCPS (Justice, Crime Prevention and Security) Cluster. These platforms allow the Unit to engage with key stakeholders, share insights, and align strategies in the fight against illegal gambling.

In addition to forum participation, workshops have also played a key role in enhancing knowledge and building capacity. Several sessions were conducted with different units of the South African Police Service (SAPS), including those held at police stations and other law enforcement training environments such as SAPS Detectives Academy in Hammanskraal. These workshops focused on enhancing investigation technique and sensitising officers to the complexities of illegal gambling. Similar sessions were held with the Department of Education to help schools address gambling-related challenges among learners.

5. Enforcement Risks and Public Engagement

The external environment is further influenced by community-related factors. In some areas, illegal gambling activities are tolerated or protected due to economic dependence or lack of awareness of the law. Enforcement efforts have, at times, been met with resistance and hostility from community members, including incidents where inspectors were threatened or attacked. These conditions highlight the need for a balanced approach that combines enforcement with education, prevention, and community engagement.

Public awareness and prevention initiatives are a critical response to the external environment. During the 2024/25 financial year, the Unit conducted awareness campaigns across all five districts, targeting schools, community events, shopping centres, tribal offices, and licensed gambling sites. These campaigns were supported through partnerships with organisations such as the South African Responsible Gambling Foundation and the National Gambling Board. Large public events, including cultural festivals, sporting events, and provincial celebrations, provided opportunities to reach a wide audience. The use of billboards and media platforms further increased public visibility and awareness of the dangers and legal consequences of illegal gambling.

6. Enforcement Performance and Operational Results

In the 2024/25 financial year, Law Enforcement Business Unit conducted 215 investigations, resulting in the arrest of 88 illegal gambling operators. The unit confiscated 623 illegal gambling machines (Chinese roulettes) and cash totalling R30 186,00. Admissions of guilt fines amounting to R73 300 were paid. In addition, 61 crime awareness campaigns were conducted during the 2024/25 financial year. The entity destroyed 666 illegal and unlicensed gambling machines in April (339) and October (327) 2023. These machines had been confiscated from various spaza shops and taverns across five municipal districts in the province. Despite the observed decline in the availability of Chinese Roulette, Sekhukhune District recorded the highest number of machines destroyed in 2024/25 and 2025/26 combined, contributing 30% of the total. This was followed by Capricorn with 20%, Mopani and Waterberg with 19% each, and Vhembe with 12%.

To combat illegal gambling effectively, the Unit plans to carry out 240 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. An important aspect of the strategy involve enhancing crime awareness and community engagement. The Unit will run 50 awareness campaigns across all five districts, in collaboration with government departments, community organisations, traditional leaders, and municipalities to reach and impact both urban and rural areas. These campaigns will also use mass media, print, and outdoor advertising to reach more people. The aim is to make the public aware of the dangers of illegal gambling, encourage them to report suspicious illegal activities, and build stronger community support.

Figure 11:

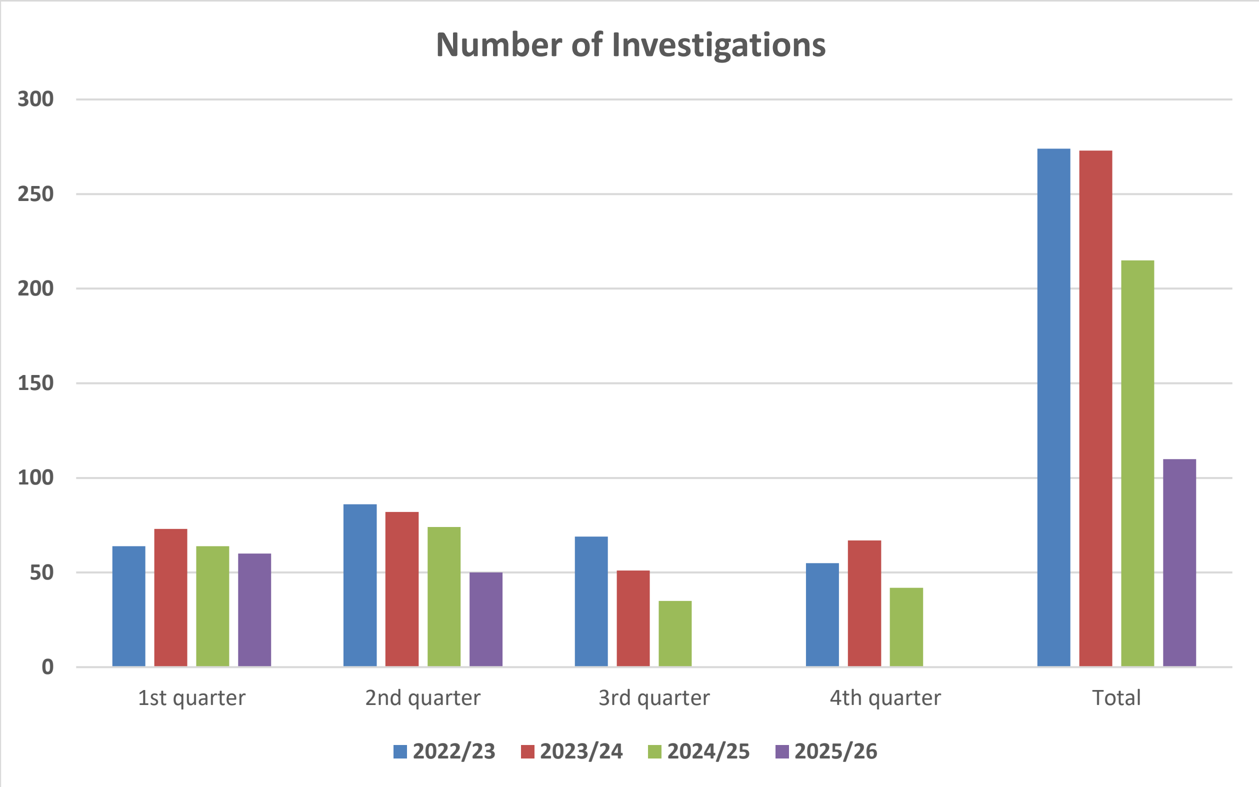
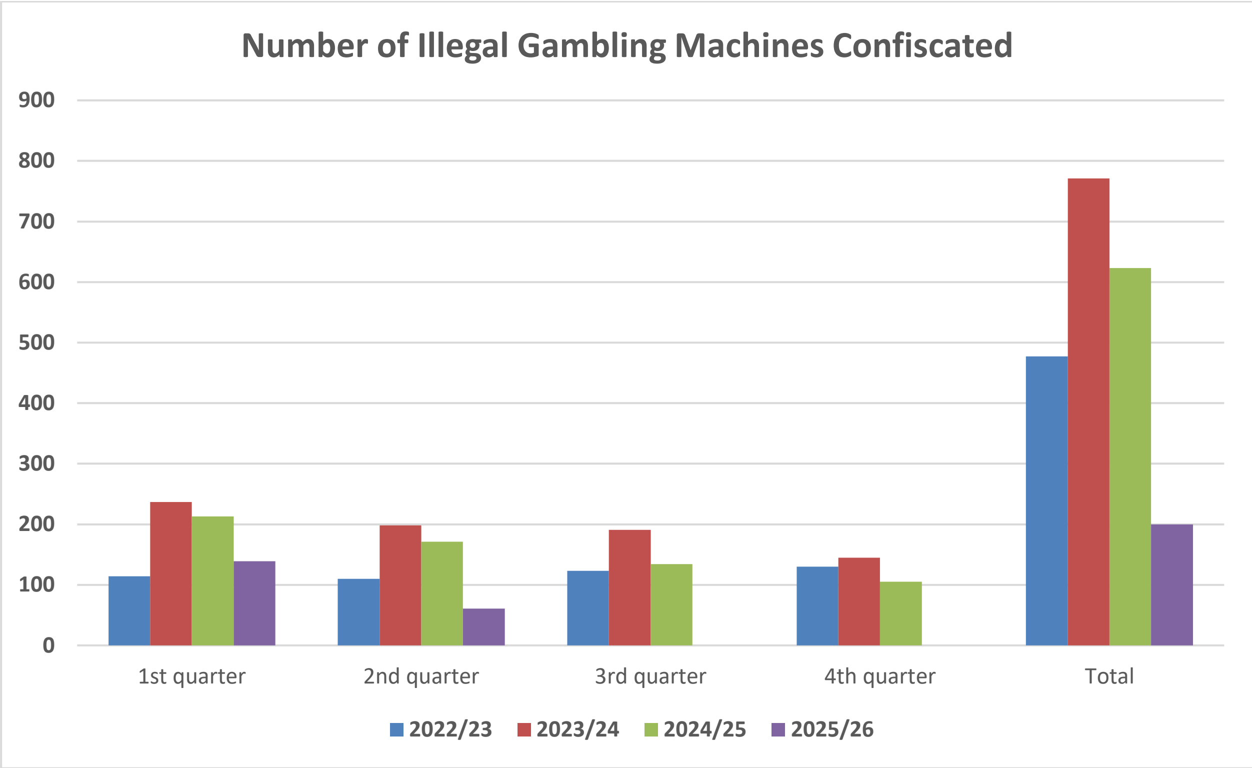


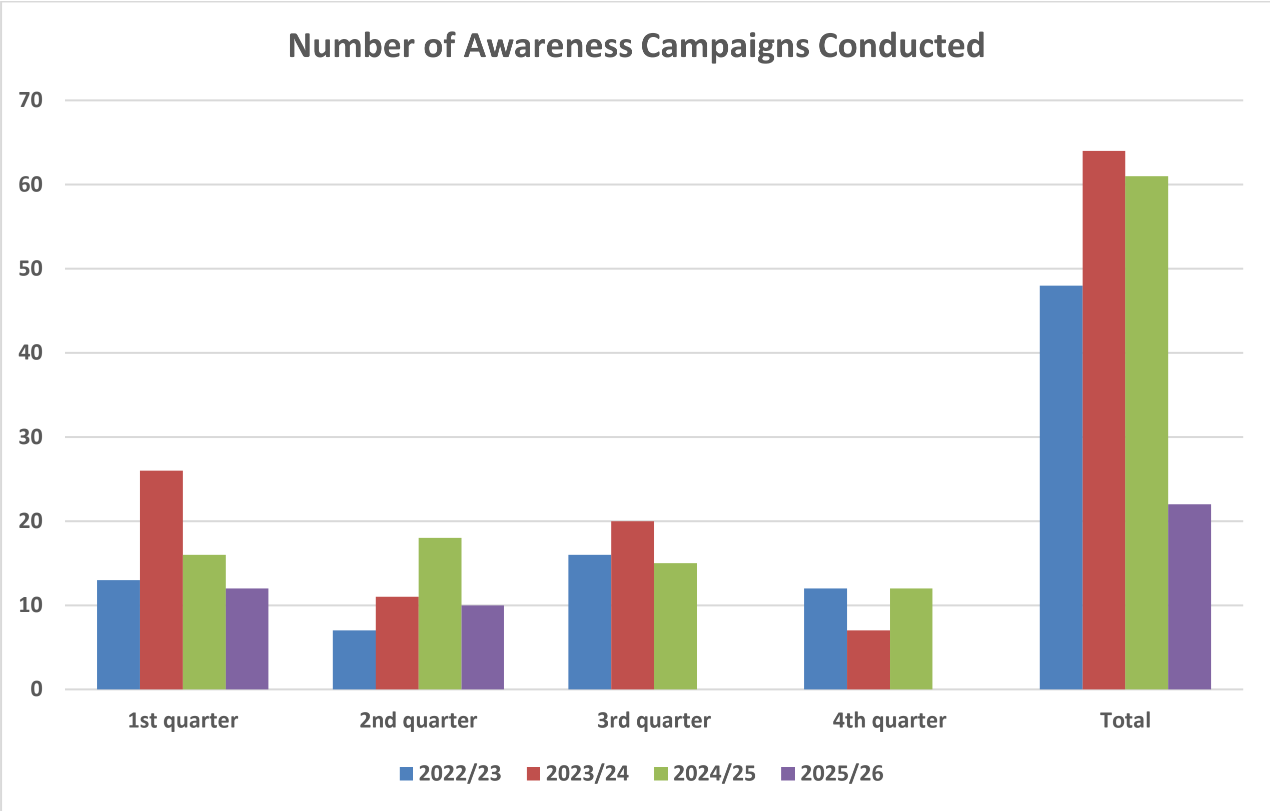
Figure 12:

Figure 13:



Number of Illegal Gambling Machines Confiscated
900
800
700
600
500
400
300
200
100
0
1st quarter
2nd quarter
3rd quarter
4th quarter
Total
2022/23
2023/24
2024/25
2025/26

Figure 14:


Number of Awareness Campaigns Conducted
70
60
50
40
30
20
10
0
1st quarter
2nd quarter
3rd quarter
4th quarter
Total
2022/23
2023/24
2024/25
2025/26

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/load-reduction. 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.	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 socio-economic impact study on gambling.

	Opportunities (External)	Threats (External)	Strategy to leverage on opportunities and minimise impact of threats
		6. High reliance on social grants.	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.

4. INTERNAL ENVIRONMENT ANALYSIS

(PFILMS)

	Strength (Internal	**Weaknesses (Internal)**	**Strategy to address weaknesses and sustain strengths**
Personnel	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.
Finance	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.
Infrastructure	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.
Leadership (Board & Management)	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.
Management	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
Systems	1. Adequate policies and procedures in place. 2. ICT systems are	1. Ineffective implementation of recruitment policies. 2. Non-compliance with some legislation. 3. Lotus system is ineffective.	1. Enforcement of the recruitment policies. 2. Implement compliance dashboard. 3. Share best practices in ICT systems

	Strength (Internal	Weaknesses (Internal)	Strategy to address weaknesses and sustain strengths
	up to date. 3. Communication systems are in place.	4. No communication unit in place.	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. The policy also empowers the following categories of business: Women owned, Black owned, Youth owned, Disability owned, Military Veteran owned and enterprise located in rural and township areas.
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, 66 positions are filled. At senior management level, female employees are at 50% and male employees at 50%.

The senior management positions and status are indicated below:

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

A total number of five permanent positions and ten internship positions were approved as per the recruitment plan of 2025/2026. From the five 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). The entity was not able to fill the intern positions due to the insufficient budget . In ensuring that the Entity was properly staffed, recruitment of the following positions was done in line with the recruitment plan approved in 2025/2026:

- Law Enforcement Inspector
- Law Enforcement Secretary

The Senior Manager: Law Enforcement, Senior Manager: Finance and Manager: Internal Control positions are currently on hold pending the finalisation of the review of the Organisational Structure.

The entity has as per agreement with Musina-Makhado SEZ (MMSEZ) had the following interns seconded to the entity from MMSEZ as from August 2025:

- Intern: Internal Control
- Intern: Compliance Audit
- Intern: Corporate Services
- Intern: Investigations and Licensing
- Intern: Law Enforcement
- Intern: Strategic Management

Age Analysis of Staff

The table below depicts that 20% 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 34% of the workforce are below 40 years. A total number of 42% of the employees are in the age range of 40–50, while those who are between 51 and 60 years constitute 21% of the workforce. Those who are over 60 years constitute 3% of the workforce. 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 48% men and 52% women. The Entity has developed an employment equity plan to address this disparity.

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

Age Group	Age	African Female	African Male	Coloured Female	Coloured Male	Indian Female	Indian Male	White Female	White Male	Grand Total
26 to 30	26	1								1
	28		1							1
	29	1								1
	30	4								4
20 to 30 Total		6	1	0	0	0	0	0	0	7
	32	1	2							3
	34		1				1			2
	38	3	2							5
	39	1	1							2
	40	2								2
31 to 40 Total		7	6	0	0	0	1	0	0	14
41 to 50	41	1	1							1
	42	2	2							4
	43	4								4
	44	1						1		2
	45	2	2						1	5
	46	1	3	1					1	6
	47		1							1
	48	1	1							2
	49	1	1							2
	50		1							1
41 to 50 Total		13	12	1	0	0	0	1	2	28
51 to 60	51		2			1				3
	52		2					1		3
	54	1								1
	55		1							1
	56	2	1							3
	57		2							2
	60				1					1
51 to 60 Total		3	8	0	1	1	0	1	0	14
61 and over	61		1							1
	63		1							1
60 and over Total		0	2	0	0	0	0	0	0	2
Grand Total		29	29	1	1	1	1	2	2	66

The Entity employs a total number of 13 youth as permanent employees. The Entity has also appointed 6 interns who are youth.

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 5 human resources policies were approved by the Board. Selected policies are being reviewed in 2025/26 and the organisational structure will be concluded in the 2026/27 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	Senior Manager: Law Enforcement		X
3	Senior Manager: Finance		X
4	Manager: Internal Control		X
5	General Office Assistant		X

The process of reviewing the organisational structure in support of the framework will be concluded in the third 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
- National Gambling Board
- South African Responsible Gambling Foundation
- Gambling Operators

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

DATE	ACTION
05 September 2025	Planning meetings with management
02 – 03 October 2025	LEDET Strategic Planning Meeting
30 October 2025	Submission of Draft APP to LEDET
16 January 2026	Planning Meeting with Management
21 January 2026	Planning Meeting with MEC, Stakeholders, Licensees and the Board
31 January 2026	Approval of APP by Board
31 January 2026	Submission of APP to LEDET for Submission to Legislature for Tabling

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		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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	01	0	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	02	02	02	02	02	02
		Number of signed Memoranda of Understanding/ Agreements.	02	02	02	0	01	0	01

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.	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
Number of signed Memoranda of Understanding/Agreements.	01	0	0	01	0

Summary of payments and estimates: Programme : Governance

	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
R thousand	**2022/23**	**2023/24**	**2024/25**		**2025/26**		**2026/27**	**2027/28**	**2028/29**
Sub Programme									
Governance	11 751	12 593	18 279	9 615	17 515	17 515	12 455	13 065	14 101
Total	**11 751**	**12 593**	**18 279**	**9 615**	**17 515**	**17 515**	**12 455**	**13 065**	**14 101**

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

	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
R thousand	**2022/23**	**2023/24**	**2024/25**		**2025/26**		**2026/27**	**2027/28**	**2028/29**
Current Payments	**11 751**	**12 593**	**18 275**	**9 615**	**17 515**	**17 515**	**12 455**	**13 065**	**14 101**
Compensation of employees	6 031	8 061	9 688	8 139	9 139	9 139	7 952	9 625	10 386
Goods and services	5 720	4 532	8 587	1 476	8 376	8 376	4 503	3 440	3 715
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfer and subsidies to:	**-**	**-**	**-**	**-**	**-**	**-**	**-**		**-**
Provinces and municipalitiies	-	-	-	-	-		-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international or	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-		-	-	-
Payment for capital assets	**-**	**-**	**4**	**-**	**-**	**-**	**-**	**-**	**-**
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-		4	-	-	-	-	-	-
Heritage assets				-	-	-	-	-	-
Specialised military assets				-	-	-	-	-	-
Biological assets				-	-	-	-	-	-
Software and other intangible assets				-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	**11 751**	**12 593**	**18 279**	**9 615**	**17 515**	**17 515**	**12 455**	**13 065**	**14 101**

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 2026/27 financial year, the allocation increased from 2024/25 due to the budget pressures of 2025/26 financial year. The Unit's goods and services allocation will be considered for additional allocation during the mid-year budget adjustment as the unit is not allocated sufficient budget due to the Provincial budget pressures.

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, where the Entity attained an unqualified audit opinion from the Auditor-General of South Africa (AGSA) with a regression from financial management. 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 sub-programme is to ensure a well governed and capable organisation.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
A sustainable, efficient and effective organisation.	Accountability and consequence management enforced.	Percentage of implementation of the approved WSP.	N/A	N/A	N/A	100%	100%	100%	100%
		Percentage of performance agreements signed.	100%	100%	100%	100%	100%	100%	100%
		Percentage of annual performance assessment conducted.	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%	0%	100%	0%

Summary of payments and estimates: Programme : Human Resources Management

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2022/23	2023/24	2024/25	2025/26			2026/27	2027/28	2028/29
Sub Programme									
Human Resource Management	5 883	7 526	7 887	6 276	7 276	7 276	8 210	8 612	9 293
Total	**5 883**	**7 526**	**7 887**	**6 276**	**7 276**	**7 276**	**8 210**	**8 612**	**9 293**

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

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
	2022/23	2023/24	2024/25	2025/26			2026/27	2027/28	2028/29
Current Payments	**5 883**	**7 526**	**7 887**	**6 276**	**7 276**	**7 276**	**8 210**	**8 612**	**9 293**
Compensation of employees	4 261	5 646	6 275	5 276	5 276	5 276	7 230	7 584	8 184
Goods and services	1 622	1 880	1 612	1 000	2 000	2 000	980	1 028	1 109
Interest and rent on land	-	-	-	-	-		-	-	-
Transfer and subsidies to:	**-**	**-**	**-**	**-**	**-**	**-**	**-**		**-**
Provinces and municipalitiies	-	-	-	-	-		-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international org	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payment for capital assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment			-	-	-	-	-	-	-
Heritage assets				-	-	-	-	-	-
Specialised military assets				-	-	-	-	-	-
Biological assets				-	-	-	-	-	-
Software and other intangible assets				-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	**5 883**	**7 526**	**7 887**	**6 276**	**7 276**	**7 276**	**8 210**	**8 612**	**9 293**

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 2026/27 financial year increased by minimal percentage of 0.6, which will not be sufficient for the business unit to operate, retention funds will be requested to fund the shortage for the unit to support the core without the limitations.

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		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
A sustainable, efficient and effective organisation.	Obtain an unqualified audit opinion.	Unqualified audit outcome maintained.	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	Maintain an unqualified audit opinion

Output Indicators: Annual and Quarterly Targets

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

Summary of payments and estimates: Programme : Finance 55

R thousand	Outcome 2022/23	Outcome 2023/24	Outcome 2024/25	Main Appropriation 2025/26	Adjusted appropriation 2025/26	Revised Estimate 2025/26	Medium-term estimates 2026/27	Medium-term estimates 2027/28	Medium-term estimates 2028/29
Sub Programme									
Finance	9 498	12 689	13 560	11 446	14 296	14 357	10 899	11 433	12 337
Total	**9 498**	**12 689**	**13 560**	**11 446**	**14 296**	**14 357**	**10 899**	**11 433**	**12 337**

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

R thousand	Outcome 2022/23	Outcome 2023/24	Outcome 2024/25	Main Appropriation 2024/25	Adjusted appropriation 2024/25	Revised Estimate 2024/25	Medium-term estimates 2026/27	Medium-term estimates 2027/28	Medium-term estimates 2028/29
Current Payments	**9 493**	**12 689**	**13 560**	**11 446**	**13 546**	**13 546**	**10 899**	**11 433**	**12 337**
Compensation of employees	5 749	9 083	7 928	8 244	8 244	8 244	7 082	8 429	9 096
Goods and services	3 744	3 606	5 632	3 202	5 302	5 302	3 817	3 004	3 242
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfer and subsidies to:	**-**	**-**	**-**	**-**	**-**	**-**	**-**		**-**
Provinces and municipalitiies	-	-	-	-	-		-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international or	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-		-	-	-
Payment for capital assets	**5**	**-**	**-**	**-**	**750**	**811**	**-**	**-**	**-**
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	5	-	-	-	750	811	-	-	-
Heritage assets				-	-	-	-	-	-
Specialised military assets				-	-	-	-	-	-
Biological assets				-	-	-	-	-	-
Software and other intangible assets				-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	**9 498**	**12 689**	**13 560**	**11 446**	**14 296**	**14 357**	**10 899**	**11 433**	**12 337**

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, in the 2026/27 financial year, 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		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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	43%	40%	40%	40%	40%
		Percentage of procurement budget spent on youth-owned businesses.	N/A	N/A	N/A	30%	30%	30%	30%
		Percentage of procurement budget spent on persons with disability owned businesses.	N/A	N/A	N/A	07%	07%	07%	07%
		Percentage of procurement budget spent on military veterans owned businesses	N/A	N/A	N/A	N/A	05%	05%	05%

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%
Percentage of procurement budget spent on military veterans owned businesses	05%	0%	0%	0%	05%

Summary of payments and estimates: Programme : Supply Chain Management

	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
R thousand	**2022/23**	**2023/24**	**2024/25**	**2025/26**			**2026/27**	**2027/28**	**2028/29**
Sub Programme									
Supply Chain Management	18 257	5 887	19 893	8 505	10 105	10 105	7 823	8 206	8 855
Total	**18 257**	**5 887**	**19 893**	**8 505**	**10 105**	**10 105**	**7 823**	**8 206**	**8 855**

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

	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
R thousand	**2022/23**	**2023/24**	**2024/25**	**2025/26**			**2026/27**	**2027/28**	**2028/29**
Current Payments	**18 242**	**5 887**	**19 283**	**8 505**	**8 605**	**8 605**	**7 823**	**8 206**	**8 855**
Compensation of employees	2 585	2 927	3 509	4 478	4 478	4 478	4 751	5 234	5 648
Goods and services	15 657	2 960	15 774	4 027	4 127	4 127	3 072	2 972	3 207
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfer and subsidies to:	**-**	**-**	**-**	**-**	**-**	**-**	**-**		**-**
Provinces and municipalitiies	-	-	-	-	-		-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international org	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-		-	-	-
Payment for capital assets	**15**	**-**	**610**	**-**	**1 500**	**1 500**	**-**	**-**	**-**
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	15	-	610	-	1 500	1 500	-	-	-
Heritage assets				-	-	-	-	-	-
Specialised military assets				-	-	-	-	-	-
Biological assets				-	-	-	-	-	-
Software and other intangible assets				-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	**18 257**	**5 887**	**19 893**	**8 505**	**10 105**	**10 105**	**7 823**	**8 206**	**8 855**

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 printing machines and security services to name a few. Overall, the unit is expected to be able to cater for the contractual obligations for the 2026/27 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		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Improved responsible gambling in Limpopo.	Awareness and reduction of problem gambling.	Number of responsible gambling campaigns conducted.	34	90	102	100	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 Performan	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Improved compliance with legislation.	Compliance inspections conducted.	Number of compliance inspections conducted.	56	44	56	60	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		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Improved compliance with legislation.	Compliance audits conducted.	Number of compliance audits conducted.	28	42	42	50	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

Summary of payments and estimates: Programme 3: Compliance

	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
R thousand	**2022/23**	**2023/24**	**2024/25**		**2025/26**		**2026/27**	**2027/28**	**2028/29**
Sub Programme									
Compliance	20 683	23 479	28 348	21 921	26 821	26 821	26 417	27 715	29 907
Total	**20 683**	**23 479**	**28 348**	**21 921**	**26 821**	**26 821**	**26 417**	**27 715**	**29 907**

Summary of payments and estimates by Economic Classification: Programme 3 : Compliance

	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
R thousand	**2022/23**	**2023/24**	**2024/25**		**2025/26**		**2026/27**	**2027/28**	**2028/29**
Current Payments	**20 656**	**23 479**	**27 106**	**21 921**	**26 821**	**26 821**	**26 417**	**27 715**	**29 907**
Compensation of employees	17 119	18 266	20 120	20 014	21 514	21 514	24 717	25 928	27 979
Goods and services	3 537	5 213	6 986	1 907	5 307	5 307	1 700	1 787	1 928
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfer and subsidies to:	**-**	**-**	**-**	**-**	**-**	**-**	**-**		**-**
Provinces and municipalitiies	-	-	-	-	-		-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international or	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-		-	-	-
Payment for capital assets	**27**	**-**	**1 242**	**-**	**-**	**-**	**-**	**-**	**-**
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	27	-	481	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	761	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	**20 683**	**23 479**	**28 348**	**21 921**	**26 821**	**26 821**	**26 417**	**27 715**	**29 907**

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 R2.7 million in the 2026/27 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. 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 procurement of the Operations Management System during the MTEF period upon allocation of funding.

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		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
All modes of illegal gambling activities combatted.	Illegal gambling reduced.	Number of investigations conducted on illegal gambling activities.	274	273	215	240	240	240	240
		Number of crime awareness campaigns conducted.	48	64	61	50	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	9	13	15	13

Summary of payments and estimates: Programme 2: Law Enforcement

	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
R thousand	**2022/23**	**2023/24**	**2024/25**	**2025/26**			**2026/27**	**2027/28**	**2028/29**
Programme									
Law Enforcement	7 970	9 812	10 164	8 601	10 601	9 614	7 860	8 245	8 897
Total	**7 970**	**9 812**	**10 164**	**8 601**	**10 601**	**9 614**	**7 860**	**8 245**	**8 897**

Summary of payments and estimates by Economic Classification: Programme 2: Law Enforcement

	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
R thousand	**2022/23**	**2023/24**	**2024/25**	**2025/26**			**2026/27**	**2027/28**	**2028/29**
Current Payments	**7 949**	**9 812**	**10 164**	**8 601**	**10 451**	**9 464**	**7 860**	**8 245**	**8 897**
Compensation of employees	6 310	7 264	6 737	6 743	6 743	5 767	6 696	7 024	7 580
Goods and services	1 639	2 548	3 427	1 858	3 708	3 697	1 164	1 221	1 318
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfer and subsidies to:	**-**	**-**	**-**	**-**	**-**	**-**	**-**		**-**
Provinces and municipalitiies	-	-	-	-	-		-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international org	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-		-	-	-
Payment for capital assets	**21**	**-**	**-**	**-**	**150**	**150**	**-**		**-**
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	21	-	-	-	150	150	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	**7 970**	**9 812**	**10 164**	**8 601**	**10 601**	**9 614**	**7 860**	**8 245**	**8 897**

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 R2.2 million, as depicted above for the 2026/27 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

Law Enforcement Business Unit will continue to fight illegal gambling through targeted investigations, stronger partnerships, and awareness campaigns. A total of 240 investigations is planned for the 2026/27 financial year. To achieve this, the Unit will sustain and deepen collaboration with key law enforcement partners such as Crime Intelligence, the Provincial Organised Crime Unit, and other specialised SAPS divisions. These partnerships are expected to enhance intelligence-led operations and improve the coordination of enforcement actions across the province.

To increase the visibility and impact of enforcement activities, the Unit will conduct joint and disruptive operations in collaboration with the FLASH Unit and other relevant stakeholders. These operations aim to dismantle illegal gambling networks and strengthen deterrence. A key focus area over the medium term will be the growing threat of illegal online gambling. The Unit will adopt a more structured, project-based investigation model to address this evolving challenge. This approach is intended to improve the quality and continuity of investigations and to minimise case withdrawals or dismissals in court due to procedural shortcomings.

Capacity-building remains a priority, and workshops for stakeholders and operational partners will continue to ensure alignment, knowledge sharing, and consistent application of investigative procedures.

In parallel, crime awareness campaigns will continue to be an important preventive measure. For the 2026/27 period, the Unit plans to conduct 50 campaigns, combining physical community outreach with activities on social media platforms. In addition, the campaigns will use print media, mass media, outdoor advertisements, collateral materials, and distribution of pamphlets to reach a wider audience. This approach will help deliver consistent messages about the risks and consequences of illegal gambling and encourage the public to report suspicious activities. By promoting community participation and working with local stakeholders, the campaigns aim to create a well-informed and vigilant public that actively contributes to reducing illegal gambling in the province.

2. PROGRAMME RESOURCE CONSIDERATIONS

Summary of payments and estimates: Limpopo Gambling Board

	Outcome			Main Appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	**2022/23**	**2023/24**	**2024/25**		**2025/26**		**2026/27**	**2027/28**	**2028/29**
1. Administration	50 167	42 238	64 520	41 621	57 721	57 721	44 262	46 430	50 106
2. Law Enforcement	7 970	9 812	10 164	8 601	10 601	9 614	7 860	8 245	8 897
3. Compliance	20 683	23 479	28 348	21 921	26 821	26 821	26 417	27 715	29 907
Total	**78 820**	**75 529**	**103 032**	**72 143**	**95 143**	**94 156**	**78 539**	**82 390**	**88 910**

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. In 2026/27 financial year the allocation increases by 4.6% and increases by 5.3% in the following financial year.

SUMMARY OF ECONOMIC CLASSIFICATION

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

R thousand	Outcome			Main Appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2022/23	2023/24	2024/25	2025/26			2026/27	2027/28	2028/29
Economic Classification									
Current Payments	77 220	75 529	100 588	72 143	91 993	90 625	77 970	81 795	88 268
Compensation of employees	44 236	52 245	56 875	55 306	57 806	56 830	60 234	66 418	71 672
Goods and services	32 984	23 284	43 713	16 837	34 187	33 795	17 736	15 377	16 596
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfer and subsidies	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Provinces and municipalitiies	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international org	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households			-	-	-	-			
Payment for capital assets	**1 600**	**-**	**2 444**	**-**	**3 150**	**3 531**	**569**	**595**	**642**
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 600	-	1 683	-	3 150	3 531	569	595	642
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	761	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	**78 820**	**75 529**	**103 032**	**72 143**	**95 143**	**94 156**	**78 539**	**82 390**	**88 910**

Compensation of Employees

Compensation for employees encompasses all employee costs related to the entity's officials. These costs include salary, 13th cheque, pension, housing allowance and cellphone allowance. Employee costs have an allocation of 71.09% out of the total allocation for the 2026/27 MTEF period while 70.53% of the total allocation for 2027/28 MTEF period which is the same for the 2028/29 MTEF period. The allocation for compensation for employees decreased in 2026/27 MTEF period by 2.96%. This will cause significant budget pressures due to the filling in of key vacant positions such as the Senior Manager: Law Enforcement and Manager: Internal Control. Additionally, there are salary adjustments that need to be effected as a result of inflationary measures and COE liabilities such as pay progression which further exacerbates the budget pressures. The growth rate for 2027/28 and 2028/29 are 5.31% and 4.50% respectively.

Goods and Services

Goods and services are used to fund operational expenses for the entity which include travel and subsistence, accommodation, security services, information technology and other running costs. The budget for 2026/27 financial year has increased by 26,22% from R16.837 in 2025/26 to R21.252 million in 2026/27 financial year. This will aid the Board in realizing its operational costs to facilitate the collection of gambling levies and combat illegal gambling. The growth rates for 2027/28 and 2028/29 are 7.43% and 4.50% respectively. 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

Payments for capital relate to acquisitions of assets that the entity uses for operational purposes for property, plant and equipment which include computer equipment and software, furniture, and motor vehicle. The entity is not planning to procure assets in 2026/27 financial year, however if a need arises, we will reprioritize within the economic classification. The entity will need to replace its fleet of motor vehicles in the outer MTEF periods due to ageing. The current vehicles were purchased in 2017.

REVENUE

Summary of Receipts: Limpopo Gambling Board

	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
R thousand	**2022/23**	**2023/24**	**2024/25**	**2025/26**			**2026/27**	**2027/28**	**2028/29**
Government Grant and Subsidies	82 652	81 736	81 692	72 143	95 143	95 143	78 539	82 390	88 910
Transfers received	**82 652**	**81 736**	**81 692**	**72 143**	**95 143**	**95 143**	**78 539**	**82 390**	**88 910**

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

	Outcome			Main Appropriation	Adjusted appropriation	Revised Estimate	Medium-term estimates		
R thousand	**2022/23**	**2023/24**	**2024/25**	**2025/26**			**2026/27**	**2027/28**	**2028/29**
Tax revenue	**196 036**	**260 408**	**334 082**	**324 686**	**324 686**	**324 686**	**348 650**	**363 085**	**378 116**
Non-tax revenue	**13 120**	**12 687**	**12 163**	**13 362**	**10 947**	**11 405**	**10 980**	**10 466**	**10 238**
Sales of goods and services other than capital assets	11 976	11 103	0	11 307	9 292	9 750	9 292	8 744	8 482
Of which									
Administration fees									
Sales by market establishments									
Other sales	**11 976**	**11 103**	**10 561**	**11 307**	**9 292**	**9 750**	**9 292**	**8 744**	**8 482**
ANNUAL LICENCE FEES	8 723	8 565	8 275	8 895	8 080	8 080	7 838	7 603	7 375
HORCE RACING FEES, LPM APPLICATION FEES & LPM LICENCE FEES	387	1 230	360	587	368	368	250	250	300
MANUFACTUREE LICENCES, BINGO & CERTIFICATE OF SUITABILITY	122	9	27	307	41	41	221	236	250
INVESTIGATION FEES & SUNDRY INCOME	1 844	548	1 060	465	200	658	383	358	400
EMPLOYEE REGISTRATION FEES	900	751	839	1 053	603	603	600	297	157
Entity revenue other than sales	**1 144**	**1 584**	**1 602**	**2 055**	**1 655**	**1 655**	**1 688**	**1 722**	**1 756**
Fines, penalties and forfeits	**101**	**200**	**-**			**-**			
Interest, dividends and rent on land	**1 043**	**1 384**	**1 602**	**2 055**	**1 655**	**1 655**	**1 688**	**1 722**	**1 756**
Interest	1 043	1 384	1 602	2 055	1 655	1 655	1 688	1 722	1 756
Dividends									
Rent on land									
Transfers received	**82 652**	**81 736**	**81 692**	**72 143**	**95 143**	**95 143**	**78 539**	**82 390**	**88 910**
Social contributions received (social security funds only)									
Departmental transfers	**82 652**	**81 736**	**81 692**	**72 143**	**95 143**	**95 143**	**78 539**	**82 390**	**88 910**
GRANT FROM LEDET	82 652	81 736	81 692	72 143	95 143	95 143	78 539	82 390	88 910
Total entity operation receipts	**291 808**	**354 831**	**427 937**	**410 191**	**430 776**	**431 234**	**438 169**	**455 941**	**477 264**

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. UPDATED KEY RISKS AND MITIGATIONS FROM THE STRATEGIC PLAN

OUTCOME	KEY RISK	RISK MITIGATION
A sustainable, efficient and effective organisation.	• Financial resource constraints (due to dependency on Grant Funding)	• Engage the shareholder (LEDET) and Provincial Treasury on retention of surplus funds. • Request additional funding via budget adjustments.
	• Key-person dependency (reliance on knowledge and/or availability of one person)	• Filling of vacancies per approved organisational structure. • Implementation of succession plan.
	• Loss of crucial entity data.	• Develop a records management system. • Maintenance of the off-site storage facility.
	• Digital disruption and evolving technology vulnerability	• Regular review and implementation of ICT strategies • Invest in cybersecurity infrastructure
	• 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 economic development imperatives by licensees.	• Inclusion of economic imperatives criteria for evaluation of licence application. • Monitoring compliance with licence conditions.
Improved responsible gambling in Limpopo.	• Increased incidents of problem gambling.	• Continuous education and awareness interventions through visible responsible gambling campaigns.
Improved compliance with legislation.	• Failure to address/comply with anti-money laundering (AML) and anti-terrorism financing (ATF) measures.	• Reinforcement 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. • Advocate for national harmonisation of gambling laws and faster enactment of the Limpopo Gambling Amendment Act.

4. PUBLIC ENTITITES

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
Financial Intelligence Centre	To collaborate on regulatory compliance, training, promoting responsible gambling and exchange of information.	• LGB staff members with enhanced knowledge of regulatory matters. • Compliant licensees.	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 completed and signed declarations of financial interest forms submitted in relation to the total number of Board and committee members who submitted multiplied by 100
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 number of completed and signed financial interest disclosure forms submitted in relation to the total number of Executive Management who submitted multiplied by 100
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 evidence-based research. The research focus areas would include transformation of the gambling industry, promotion of responsible gambling, the impact of illegal gambling activities and 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	Attendance Register & Agenda
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	Signed Memorandum Of Agreement
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	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 percentage 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 divided by the total number of trainings on the Workspace Skills Plan multiplied by 100.
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 Register
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	Provincial Treasury 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	Provincial Treasury 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	Provincial Treasury 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

Indicator Title	Percentage of procurement budget spent on military veterans owned businesses
Definition	This indicator refers to the preferential procurement budget used to empower military veteran 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 military veteran owned businesses multiplied by 100 to obtain a percentage
Means of verification	Provincial Treasury Report
Assumptions	Availability of budget
Disaggregation of Beneficiaries	05% for military veterans
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Five (5) per cent of procurement goes towards military veteran 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., T<u>otal number of complete applications due in the quarter</u> x100 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. <u>Notes</u>: 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	Inspector's routine field visits, tips from members of the public, complaints from licensees, and invitations from other Law Enforcement Agencies.
Method of Calculation / Assessment	Count the number of investigations conducted with each investigation documented in a report.
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 from stakeholders
Method of Calculation / Assessment	Count number of awareness campaigns conducted and use attendance registers.
Means of Verification	Attendance registers
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