

annual
PERFORMANCE
PLAN 2011|12-2013|14




eastern cape
GAMBLING & BETTING BOARD





ANNUAL PERFORMANCE PLAN

2011/12–2013/14

DATE OF TABLING
23 March 2011



FOREWORD

In accordance with the 2009/10, 2010/11 and 2011/12 Policy Speeches by the MEC for the Department of Economic Development and Environmental Affairs (DEDEA), the Eastern Cape Gambling and Betting Board (ECGBB) undertook a radical review of the Board's administrative and operational systems. Consequently, innovative directions form the basis for the ECGBB revised Five-Year Strategic Plan and these are reflected in this Annual Performance Plan (APP) for the Three-Year MTREF period from 2011/12 to 2013/14.

The MEC noted that while ECGBB makes a substantial contribution towards the provincial revenue fund, the expansion and optimal regulation of a number of potential new gambling activities, such as traditional horse racing and the online gambling industry, could increase the revenue base of the province; and would also support and facilitate direct and indirect economic development. He has subsequently mandated ECGBB to research traditional horse racing.

On the other hand, growing the gaming industry must be balanced against the social needs of communities who live where the operations take place. This requires that efforts to ensure that licensees meet their corporate social investment and environmental responsibility commitments are intensified in clearly measurable ways; as is required in the casino licence conditions. It also includes proactive efforts to mitigate the effects of gambling addiction, particularly in already impoverished communities.

The ECGBB has responded to these strategic challenges with positive proposals for innovative approaches to deal with the image of the gaming industry and ways to ensure that socio-economic benefits do accrue to poor people in the Province.

Chairperson: ECGBB

Date



OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- ◆ Was developed by the management of Eastern Cape Gambling & Betting Board under the guidance of the ECGBB Board of Directors.
- ◆ Was prepared in line with the current Strategic Plan of ECGBB
- ◆ Accurately reflects the performance targets which ECGBB will endeavour to achieve given the resources made available in the budget for 2011/12.

Trevor Harper CA(SA)
Chief Financial Officer

Signature: _____

Monde Duma
Manager: Marketing

Signature: _____

Reuben Mabutho Zwane
Accounting Officer

Signature: _____

Approved by:
SLM Majombozi
Executive Authority

Signature: _____



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OFFICIAL SIGN-OFF	5

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PART A: STRATEGIC OVERVIEW

1. UPDATED SITUATIONAL ANALYSIS

ECGGB's sectoral *situational environment* as reflected in Section 5 of the Five-Year Strategic Plan has not changed materially. However, the Board has approved a revision of its mission and vision to reads as follows:

Vision: Eastern Cape: Efficient, Empowering Gaming Regulator!

This arises from the Board's commitment of running an efficient organisation that ensures that the Eastern Cape gambling industry is conducted competitively. In turn, the Board wants to position ECGBB, not only as an efficient regulator, but also one which empowers the operators and communities within which the licensees operate.

Mission: Our mission is to ensure the Eastern Cape Gambling Industry is conducted honestly and competitively with maximum contribution to society. We are therefore committed to protecting the public interest through regulation, licensing and appropriate enforcement. We will do this through providing excellent service to our stakeholders and through facilitating socio-economic benefits to communities within which we operate.

This mission was slightly amended, as above, to capture the essence of ECGBB.

In 2010/11 ECGBB began a comprehensive review to develop a Balanced Scorecard (BSC) to align all organisational activities with the new strategy. This necessitated a thorough review of the Annual Performance Plan (APP) aligned to the three-year MTEF period from 2011/12 to 2013/14.

During this strategic review process, ECGBB adopted a revised organisational structure which resulted in the identification of eight Operating Divisions through which the Board now operates. Furthermore the Board launched a new logo in line with its stated strategic goals. The Board also has undertaken to fund community development projects to contribute to socio-economic development in the province. The Board is assisting in the building or renovations of schools, crèches, sport (Athletics and boxing) promotions, funding of orphanages, old age homes and feeding schemes.

While there is, consequently, some misalignment in continuity with previous APPs, the current documents form the basis for planning, organisation and implementation for the five-year strategic period from 2010/11 to 2014/15.

1.1. Performance delivery

Global economic recession

Like most industry economic recession in the past two years affected the gaming industry negatively. This resulted in stabilised gaming revenue that ECGBB collects for the Province. For two years the revenue collected has been around R90million and the gross gaming revenue stabilising around the R1billion mark. This also affected our routes and sites, as one of the two route operators was liquidated.



Industry performance

The gambling industry continues to create jobs, promote tourism and facilitates and contributes to significant infrastructural development and investments. In the financial year 2010/11 the industry employed 2914 people and contributed to local economic development through concessions to local companies. There were more than four million visitors to the casinos, making them key facilitators of tourism.

Review of ECGBB Act

The Board is currently reviewing our enabling legislation to ensure that it creates an efficient environment for the collection of revenue and all matters incidental to its mandate.

1.2. Organisational environment

ECGBB has undertaken a comprehensive process of organisational development, aligning the organisation to the new strategy. This will result in a new structure and completion of a Balanced Scorecard that will be easy to use as a tool to measure attainment of our strategic goals.

The organisation identified a weakness in its planning, monitoring and evaluation and has created a position in its structure that will strengthen this weakness – strategic services. The re-focusing of the organisation has resource implications – more staff will need to be hired to achieve its strategic goals – from the current 27 to 41.

The environment in which ECGBB operates is largely subservient to gaming environment that prevails in the country and world-wide and that can be summarized as follows:

- a) A highly litigious environment that emanates from the high stakes in this lucrative business with good returns
- b) Consequent contestations that tend to lead to drawn out cases
- c) A highly & strictly regulated industry
- d) Technology driven industry necessitating constant sharing of latest developments & practices – international gaming regulators' conferences.
- e) Global economic recession and lastly,
- f) Land claim issues that tend to delay projects – e.g. casino development projects
- g) Economic and structural constraints that tend to hamper the broadening of ownership to new entrants or potential entrants.



2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

There have been no significant changes to ECGBB's legislative and other mandates. During the 2010/11 financial year a process of reviewing ECGBB Act (No. 5, 1997) commenced. Also, nationally, a Gambling Review Commission was set up and it concluded its work. In both cases there are yet no known implications for ECGBB until these processes are completed.

Subsequent to a High Court decision to grant the award of Zone 4 casino licence to Ekuphumleni Resorts (Ekuphumleni Resorts vs ECGBB), the Board appealed to the Supreme Courts of Appeals and awaits the hearing of the matter.

3.3 OVERVIEW OF 20010/11 BUDGET AND MTEF ESTIMATES

3.1. Expenditure estimates

Table 3.1.1: ECGBB

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE			
	R 000	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
1. CEO		12 288 164	14 233 614	9 191 283	9 742 760	10 399 403	11 439 343	12 583 277
2. Compliance and Licensing		9 388 914	9 188 408	8 850 328	9 381 348	11 402 246	12 542 471	13 796 718
3. Marketing		–	1 052 494	1 627 268	1 724 904	3 308 686	3 639 555	4 003 510
4. Legal services		–	3 868 748	2 300 748	2 438 793	1 580 241	1 738 265	1 912 091
5. Finance		4 032 249	5 082 387	5 144 711	5 453 394	7 225 394	7 947 933	8 742 726
6. Human Resources		2 173 419	2 220 080	3 401 154	3 605 223	4 458 633	5 025 496	5 528 046
7. Information Technology		1 097 233	1 765 376	1 699 418	1 801 383	1 796 905	1 976 595	2 174 255
8. Strategic service		–	–	–	956 423	1 052 065	1 157 271	1 272 999
Subtotal		28 979 979	37 411 107	32 214 910	38 176 998	41 333 575	45 466 933	50 013 626

Table 3.1.1: Economic classification

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIA- TION	MEDIUM-TERM EXPENDITURE ESTI- MATE			
	R 000	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Current payments	28 979 979	37 441 107	31 902 926	37 741 998	41 516 197	45 667 817	50 234	
Compensation of employees	12 261 696	13 777 537	18 239 539	18 684 352	20 552 787	22 608 065	24 868 872	
Goods and services of which:								
Communication	384 258	435 162	559 271	1 067 156	1 173 871	1 291 258	1 420 384	
Computer services	136 347	215 397	192 324	357 764	393 540	432 894	476 183	
Consultants, contractors and special services	1 128 775	2 161 367	1 333 211	600 000	660 000	726 000	798 600	
Inventory	-	-	-	-	-	-	-	
Maintenance repair and running cost	426 403	52 651	158 102	383 551	421 906	464 096	510 506	
Operating leases	57 238	73 440	148 622	220 788	242 866	267 153	293 868	
Travel and subsistence	968 649	1 381 975	1 207 199	1 419 415	1 561 356	1 717 492	1 889 241	
Training and development	3 196 631	3 608 438	2 113 524	3 265 592	3 592 151	3 951 366	4 346 502	
Legal costs	708 950	3 408 910	1 173 694	993 286	1 093 614	1 201 876	1 322 063	
Other	9 711 032	12 326 230	6 777 440	10 750 094	11 825 103	13 007 613	14 308 375	
Payments for capital assets								
Machinery & equipment				435 000	478 500	526 350	578 985	
Total	28 979 979	37 441 107	31 902 926	37 741 998	41 516 197	45 667 817	50 234	

3.2. Relating expenditure trends to strategic goals

Through this budget ECGBB will be able to:

- Continue collecting revenue
- Enforce compliance
- Retaining skilled employees

It is, however, noteworthy that due to the new emphasis on socio-economic development of communities around where gaming facilities are, the MTEF allocations will hamper this aspiration. ECGBB will motivate for extra allocations to ensure that the strategic goals are met.

PART B: PROGRAMME AND SUBPROGRAMME PLANS

The overall structure of ECGBB programmes is listed below:

Table 4.1: Programme structure

PROGRAMMES	SUB-PROGRAMMES	PURPOSE
1. ADMINISTRATION	1.1 Office of the CEO	Leadership, overall oversight, administration and efficiency
	1.2 Strategic Services	Policy, strategic planning, balanced scorecard formulation and maintenance, monitoring and evaluation, support
	1.3 Marketing	Internal and external communications, branding, research and development
	1.4 Human Resources	Personnel administration, skills development, performance management, performance-based rewards, recruitment and retention, employee relations, employment equity, and organisational structure
	1.5 Legal Services	Legal support to the Board and CEO, secretarial support, advisory, contracts, commercial and general legal services
	1.6 Finance	Accounts, procurement, supply chain management, efficient and effective administrative procedures and information technology
2. REGULATION	2.1 Compliance and Licensing	Compliance auditing, licensing procedures, investigations, gaming control, law enforcement
3. SOCIO-ECONOMIC DEVELOPMENT	3.1 Provincial Gaming Trust	To provide support and rollout of high impact projects on socio-economic development and monitor CSI commitments

4. PROGRAMME 1: ADMINISTRATION

This programme has six support functions (sub-programmes) whose functions are listed in Table 1.

4.1. Strategic objective annual targets for 2011/12

STRATEGIC OBJECTIVE	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
	2007/08-4	2008/09-3	2009/10-2	2010/11-1	2011/12	2012/13	2013/14
1.1 Service excellence: %rating on satisfaction with service	N/A	N/A	N/A	65%	65%	70%	75%
1.2 Good governance: No of Board meeting					26	26	26
1.3 Promote responsible gambling: No of responsible gambling campaigns per year	N/A	N/A	N/A	N/A	4	4	4
1.4 Market ECGBB as an empowering institution: No of outreach programmes	N/A	N/A	N/A	N/A	5	5	5
1.5 Align employees to the organisational strategy: No of departmental scorecards & performance reviews	N/A	N/A	N/A	N/A	7	7	7
1.6 Attract competent employees: % competitive package vs market	N/A	N/A	N/A	N/A	60%	60%	60%

STRATEGIC OBJECTIVE	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
	2007/08-4	2008/09-3	2009/10-2	2010/11-1	2011/12	2012/13	2013/14
1.7 Retain skilled employees: % of appointments and promotions aligned to EE plan	N/A	N/A	N/A	N/A	30%	30%	30%
1.8 Research traditional horseracing	N/A	N/A	N/A	N/A	1	-	-
1.9 Optimise information systems: %accuracy of databases	N/A	N/A	N/A	100%	100%	100%	100%
1.10 Optimise revenue: Gambling fee collection	100%	97%	100%	100%	100%	100%	100%
1.11 Demonstrate organisational and financial performance	Unqualified	qualified	unqualified	unqualified	unqualified	unqualified	unqualified

4.2. Programme performance indicators and annual targets for 2011/12

PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
	2007/08-4	2008/09-3	2009/10-2	2010/11-1	2011/12	2012/13	2013/14
1 SUB-PROGRAMME: OFFICE OF THE CEO:							
1.1 %Satisfaction rating on Stakeholder survey	N/A	N/A	N/A	65%	70%	70%	75%
1.2 % Completion of Risk Management Audit	100%	95%	100%	100%	100%	100%	100%
1.3 % Strategic leadership readiness profile	N/A	N/A	N/A	N/A	100%	100%	100%
1.4 % Strategic leadership with development plans	N/A	N/A	N/A	N/A	100%	100%	100%
1.5 % Completion of Shareholders Compact	N/A	N/A	N/A	100%	100%	100%	100%
1.6 % Implementation of Shareholders Compact	N/A	N/A	N/A	100%	100%	100%	100%
1.7 % Completion and Implementation	N/A	N/A	N/A	100%	100%	100%	100%
1.8 % Implementation of Bi-Lateral Agreement with Malawi	N/A	N/A	N/A	100%	100%	100%	100%
1.9 % Implementation of other Agreements	N/A	N/A	N/A	100%	100%	100%	100%
1.10 No of CEO fora and conferences attended	N/A	N/A	N/A	8	8	8	8
1.11 No of licensee meetings attended	N/A	N/A	N/A	4	4	4	4
1.12 % Compliance vs Deliverables	N/A	N/A	N/A	100%	100%	100%	100%
1.13 % Recommendations approved	N/A	N/A	N/A	100%	100%	100%	100%
1.14 % Development of SED entity	N/A	N/A	N/A	10%	50%	100%	100%
1.15 % Unqualified Audit Report	100%	95%	100%	100%	100%	100%	100%
1.16 Time taken to respond to queries	N/A	N/A	N/A	8	8	8	8
1.17 % Completeness of reports and documents	N/A	N/A	N/A	100%	100%	100%	100%
1.18 No of Office of the CEO scorecard review sessions	N/A	N/A	N/A	3	12	12	12
1.19 % Updated Administrative Policies and Procedures	N/A	N/A	N/A	80%	100%	100%	100%
1.20 % Structure in support of Strategy	N/A	N/A	N/A	100%	100%	100%	100%
1.21 % Structure in support of work organisation principles	N/A	N/A	N/A	100%	100%	100%	100%

PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
	2007/08-4	2008/09-3	2009/10-2	2010/11-1	2011/12	2012/13	2013/14
1.22 % Variance	N/A	N/A	N/A	10%	10%	10%	10%
1.23 % Compliance	N/A	N/A	N/A	10%	10%	10%	10%
2 SUB-PROGRAMME: MARKETING							
2.1 No of surveys	N/A	N/A	3	N/A	1	0	1
2.2 % Survey results	N/A	N/A	N/A	65%	70%	70%	75%
2.3 %Stakeholder feedback	N/A	N/A	N/A	N/A	50%	50%	60%
2.4 Time taken to update ECGBB website	N/A	N/A	N/A	Weekly	Weekly	Weekly	Weekly
2.5 No of responsible gambling campaigns	N/A	N/A	N/A	3	4	4	4
2.6 No of problem gambling calls from EC to NRGF	N/A	N/A	N/A	20	80	100	100
2.7 No of ECGBB sponsored projects	N/A	N/A	N/A	5	5	5	5
2.8 ECGBB actual vs. Licensee spend	N/A	N/A	N/A	R750, 000	R1m	R1m	R1m
2.9 Time taken to place adverts	N/A	N/A	N/A	2days	8days	8days	8days
2.10 % Equipment and technology effectiveness	N/A	N/A	N/A	100%	100%	100%	100%
2.11 Brand presence	N/A	N/A	N/A	100%	100%	100%	100%
2.12 No. of Marketing BSC review sessions	N/A	N/A	N/A	2	4	4	4
2.13 No of staff communication meetings	N/A	N/A	N/A	1	4	4	4
2.14 Email internal newsletter	N/A	N/A	N/A	0	4	4	4
2.15 Stakeholder newsletter	N/A	N/A	N/A	0	4	4	4
3 SUB-PROGRAMME: STRATEGIC SERVICES							
3.1 % of PGDP and District IDP meetings attended	N/A	N/A	3	0%	100%	100%	100%
3.2 % Compliance to Code of Ethics	N/A	N/A	N/A	100%	100%	100%	100%
3.3 No of review sessions held	N/A	N/A	N/A	1	4	4	4
3.4 No of reviews	N/A	N/A	N/A	7	21	21	21
3.5 % Strategic Management Policies and Procedures reviewed and developed	N/A	N/A	N/A	80%	100%	100%	100%
3.6 % Development of 3 yr APP	N/A	N/A	N/A	100%	100%	100%	100%
3.7 % Development of 1 yr Operational plan	N/A	N/A	N/A	100%	100%	100%	100%
3.8 % Knowledge Management System developed	N/A	N/A	N/A	50%	100%	100%	100%
3.9 No. of Strategic Services BSC review sessions	N/A	N/A	N/A	N/A	12	12	12
4 SUB-PROGRAMME: LEGAL SERVICES							
4.1 % Board and Committee meetings coordinated vs. Committee Charter	N/A	N/A	3	100%	100%	100%	100%
4.2 Time taken to complete and circulate minutes	N/A	N/A	N/A	7 days	28 days	28 days	28 days
4.3 % of Board Members trained	N/A	N/A	N/A	100%	100%	100%	100%

PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
	2007/08-4	2008/09-3	2009/10-2	2010/11-1	2011/12	2012/13	2013/14
4.4 % Institutionalisation of Shareholder Compact	N/A	N/A	N/A	100%	100%	100%	100%
4.5 % Board Committee Meetings vs Charter	N/A	N/A	N/A	100%	100%	100%	100%
4.6 % Board Meetings vs Charter	N/A	N/A	N/A	100%	100%	100%	100%
4.7 % Implementation of Board and Committee Resolutions	N/A	N/A	N/A	100%	100%	100%	100%
4.8 No of Fora attended	N/A	N/A	N/A	1	4	4	4
4.9 % Coordination of legislative review	N/A	N/A	N/A	100%	100%	100%	100%
4.10 % Compliance vs Deliverables	N/A	N/A	N/A	100%	100%	100%	100%
4.11 Time taken to respond	N/A	N/A	N/A	5 days	20 days	20 days	20 days
4.12 % Agreements developed	N/A	N/A	N/A	100%	100%	100%	100%
4.13 % Implementation vs Agreed Deliverables	N/A	N/A	N/A	100%	100%	100%	100%
4.14 % Legal Services Security Policy reviewed	N/A	N/A	N/A	100%	100%	100%	100%
4.15 No. of Legal services BSC sessions	N/A	N/A	N/A	12	12	12	12
5 SUB-PROGRAMME: HUMAN RESOURCES							
5.1 % Employee Satisfaction Survey results	N/A	N/A	N/A	N/A	50%	50%	50%
5.2 % HR Committee meetings vs Charter	N/A	N/A	N/A	100%	100%	100%	100%
5.3 % Compliance vs Deliverables	N/A	N/A	N/A	100%	100%	100%	100%
5.4 % Developed and updated Policies and Procedures	N/A	N/A	N/A	100%	100%	100%	100%
5.5 No. of HR BSC reviews sessions	N/A	N/A	N/A	3	12	12	12
5.6 % Competitive salary package vs. market related remuneration	N/A	N/A	N/A	60%	60%	60%	60%
5.7 % implementation of an approved training plan	N/A	N/A	N/A	N/A	65%	65%	65%
5.8 % Developed HR Strategy and Implementation Plan	N/A	N/A	N/A	1	4	4	4
5.9 % PAs /PDPs implemented	N/A	N/A	N/A	50%	95%	100%	100%
5.10 Time taken to place employees	N/A	N/A	N/A	3mths	3mths	3mths	3mths
6 SUB-PROGRAMME: FINANCE							
6.1 % Finance and Audit Committee meetings vs Charter	N/A	N/A	N/A	N/A	100%	100%	100%
6.2 % Reduced matters of emphasis from the AG	N/A	N/A	N/A	100%	100%	100%	100%
6.3 % Reduction in material items reported by AG	N/A	N/A	N/A	100%	100%	100%	100%
6.4 % Unqualified audit reports	N/A	N/A	N/A	100%	100%	100%	100%
6.5 % Unqualified Audit Report	N/A	N/A	N/A	3	12	12	12
6.6 % Budget compiled and approved annually	N/A	N/A	N/A	100%	100%	100%	100%
6.7 % Compliance vs Deliverables	N/A	N/A	N/A	N/A	100%	100%	100%
6.8 No. of Finance BSC reviews sessions	N/A	N/A	N/A	1	12	12	12

PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS			
	2007/08-4	2008/09-3	2009/10-2	2010/11-1	2011/12	2012/13	2013/14	
	6.9	% Developed and updated Financial Polices & Procedures	N/A	N/A	N/A	50%	95%	100%
6.10	% Monthly allocation of expenses	100%	100%	100%	100%	100%	100%	100%
6.11	% Monthly billing completed	100%	100%	100%	100%	100%	100%	100%
7	SUB-PROGRAMME: INFORMATION TECHNOLOGY							
7.1	% Functionality of Web Site	N/A	N/A	N/A	99%	99%	99%	99%
7.2	% Reviewed and up-dated Navision access rights	N/A	N/A	N/A	100%	100%	100%	100%
7.3	% Virus packages loaded on all PC's	N/A	N/A	N/A	100%	100%	100%	100%
7.4	% VIP up-time	N/A	N/A	N/A	98%	98%	98%	98%
7.5	%Telephone System uptime	N/A	N/A	N/A	98	100%	100%	100%
7.6	% Digibility system developed	N/A	N/A	N/A	60%	75%	100%	100%
7.7	% Conversion accuracy of GIMS to Digibility	N/A	N/A	N/A	N/A	100%	N/A	N/A
7.8	% Completion of annual Disaster Recovery Plan	N/A	N/A	N/A	N/A	100%	N/A	N/A
7.9	% Accuracy of GIMS	N/A	N/A	N/A	100%	100%	100%	100%
7.10	% Email availability	N/A	N/A	N/A	98%	98%	98%	98%
7.11	% Intranet functionality	N/A	N/A	N/A	100%	100%	100%	100%
7.12	No. of IT Fora attended	N/A	N/A	N/A	4	4	4	4
7.13	No. of CEMS Audits conducted (1 per annum)	N/A	N/A	N/A	1	1	1	1
7.14	No. of IT BSC reviews sessions	N/A	N/A	N/A	3	12	12	12
7.15	% IT BSC System implemented	N/A	N/A	N/A	100%	100%	100%	100%
7.16	% IT Security Policy reviewed	N/A	N/A	N/A	100%	100%	100%	100%

4.3. Quarterly targets for 2011/12

PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2011/12	QUARTERLY TARGETS				
			1ST	2ND	3RD	4TH	
1	SUB-PROGRAMME: OFFICE OF THE CEO:						
1.1	%Satisfaction rating on Stakeholder survey	Annually	70%	N/A	N/A	70%	N/A
1.2	% Completion of Risk Management Audit	Annually	100%	100%	N/A	N/A	N/A
1.3	% Strategic leadership readiness profile	Annually	100%	100%	N/A	N/A	N/A
1.4	% Strategic leadership with development plans	Annually	100%	N/A	N/A	N/A	100%
1.5	% Completion of Shareholders Compact	Annually	100%	100%	N/A	N/A	N/A
1.6	% Implementation of Shareholders Compact		100%	100%	N/A	N/A	N/A
1.7	% Completion and Implementation	Quarterly	100%	100%	100%	100%	100%
1.8	% Implementation of Bi-Lateral Agreement with Malawi		100%	100%	100%	100%	100%
1.9	% Implementation of other Agreements	Quarterly	100%	100%	100%	100%	100%
1.10	No of CEO fora and conferences attended	Quarterly	8	2	2	2	2

PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2011/12	QUARTERLY TARGETS			
			1ST	2ND	3RD	4TH
1.11 No of licensee meetings attended	Quarterly	4	1	1	1	1
1.12 % Compliance vs Deliverables	Quarterly	100%	100%	100%	100%	100%
1.13 % Recommendations approved	Quarterly	100%	100%	100%	100%	100%
1.14 % Development of SED entity	Quarterly	50%	10%	20%	30%	50%
1.15 % Unqualified Audit Report		100%	N/A	N/A	N/A	100%
1.16 Time taken to respond to queries	Daily	8	2 days	2 days	2 days	2 days
1.17 % Completeness of reports and documents	Quarterly	100%	100%	100%	100%	100%
1.18 No of Office of the CEO scorecard review sessions	Quarterly	12	3	3	3	3
1.19 % Updated Administrative Policies and Procedures	Twice a year	80%	100%	N/A	N/A	100%
1.20 % Structure in support of Strategy	Quarterly	100%	100%	100%	100%	100%
1.21 % Structure in support of work organisation principles	Quarterly	100%	100%	100%	100%	100%
1.22 % Variance	Quarterly	10%	10%	10%	10%	10%
1.23 % Compliance	Quarterly	100%	100%	100%	100%	100%
2 SUB-PROGRAMME: MARKETING						
2.1 No of surveys	Annually	1			1	
2.2 % Survey results	Annually	65%			65%	
2.3 %Stakeholder feedback	Annually	50%			50%	
2.4 Time taken to update ECGBB website	Weekly	48	12	12	12	12
2.5 No of responsible gambling campaigns	Quarterly	4	1	1	1	1
2.6 No of problem gambling calls from EC to NRGF	Quarterly	80	20	20	20	20
2.7 No of ECGBB sponsored projects	Quarterly	5	1	1	2	1
2.8 ECGBB actual vs. Licensee spend	Quarterly	R1m	250, 000	250, 000	250, 000	250, 000
2.9 Time taken to place adverts	Quarterly	8 days	2 days	2 days	2 days	2 days
2.10 % Equipment and technology effectiveness	Quarterly	100%	100%	100%	100%	100%
2.11 Brand presence	Quarterly	100%	100%	100%	100%	100%
2.12 No. of Marketing BSC review sessions	Quarterly	4	1	1	1	1
2.13 No of staff communication meetings	Quarterly	4	1	1	1	1
2.14 Email internal newsletter	Quarterly	4	1	1	1	1
2.15 Stakeholder newsletter	Quarterly	4	1	1	1	1
3 SUB-PROGRAMME: STRATEGIC SERVICES						
3.1 % of PGDP and District IDP meetings attended	Quarterly	100%	100%	100%	100%	100%
3.2 % Compliance to Code of Ethics	Quarterly	100%	100%	100%	100%	100%
3.3 No of review sessions held	Quarterly	4	1	1	1	1
3.4 3.4. No of reviews for ECGBB units	Quarterly	21	7	7	7	7
3.5 % Strategic Management Policies and Procedures reviewed and developed	Quarterly	100%	100%	100%	100%	100%
3.6 % Development of 3 yr APP	Annually	100%		100%		
3.7 % Development of 1 yr Operational plan	Annually	100%	100%			

PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2011/12	QUARTERLY TARGETS			
			1ST	2ND	3RD	4TH
3.8 % Knowledge Management System developed	Annually	100%	50%	100%		
3.9 No. of Strategic Services BSC review sessions	Quarterly	12	3	3	3	3
4 SUB-PROGRAMME: LEGAL SERVICES						
4.1 % Board and Committee meetings coordinated vs. Committee Charter	Quarterly	100%	100%	100%	100%	100%
4.2 Time taken to complete and circulate minutes	Quarterly	28 days	7 days	7 days	7 days	7 days
4.3 % of Board Members trained	Quarterly	100%	100%	100%	100%	100%
4.4 % Institutionalisation of Shareholder Compact	Annually	100%	N/A	N/A	N/A	100%
4.5 % Board Committee Meetings vs Charter	Quarterly	100%	100%	100%	100%	100%
4.6 % Board Meetings vs Charter	Quarterly	100%	100%	100%	100%	100%
4.7 % Implementation of Board and Committee Resolutions	Quarterly	100%	100%	100%	100%	100%
4.8 No of Fora attended	Quarterly	4	1	1	1	1
4.9 % Coordination of legislative review	Annually	100%	N/A	N/A	N/A	100%
4.10 % Compliance vs Deliverables	Quarterly	100%	100%	100%	100%	100%
4.11 Time taken to respond	Quarterly	20 days	5 days	5 days	5 days	5 days
4.12 % Agreements developed	Quarterly	100%	100%	100%	100%	100%
4.13 % Implementation vs Agreed Deliverables	Quarterly	100%	100%	100%	100%	100%
4.14 % Legal Services Security Policy reviewed	Quarterly	100%	100%	100%	100%	100%
4.15 No. of Legal services BSC sessions	Quarterly	12	3	3	3	3
5 SUB-PROGRAMME: HUMAN RESOURCES						
5.1 % Employee Satisfaction Survey results	Annually	50%		50%		
5.2 % HR Committee meetings vs Charter	Quarterly	100%	100%	100%	100%	100%
5.3 % Compliance vs Deliverables	Quarterly	100%	100%	100%	100%	100%
5.4 % Developed and updated Policies and Procedures	Annually	100%	N/A	N/A	100%	N/A
5.5 No. of HR BSC reviews sessions	Quarterly	12	3	3	3	3
5.6 % Competitive salary package vs. market related remuneration	Quarterly	60%	60%	60%	60%	60%
5.7 % implementation of an approved training plan	Annually	65%	N/A	N/A	N/A	65%
5.8 % Developed HR Strategy and Implementation Plan	Annually	100%	N/A	N/A	100%	N/A
5.9 % PAs /PDPs implemented	Quarterly	95%	75%	100%	100%	100%
5.10 Time taken to place employees	Quarterly	3mths	3mths	3mths	3mths	3mths
6 SUB-PROGRAMME: FINANCE						
6.1 % Finance and Audit Committee meetings vs Charter	Quarterly	100%	100%	100%	100%	100%
6.2 % Reduced matters of emphasis from the AG	Annually	100%	N/A	N/A	N/A	100%
6.3 % Reduction in material items reported by AG	Annually	50%	N/A	N/A	N/A	50%

PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2011/12	QUARTERLY TARGETS			
			1ST	2ND	3RD	4TH
6.4 % Unqualified audit reports	Annually	100%	N/A	N/A	N/A	100%
6.5 % Unqualified Audit Report	Quarterly	12	3	3	3	3
6.6 % Budget compiled and approved annually	Annually	100%%	N/A	N/A	100%	N/A
6.7 % Compliance vs Deliverables	Quarterly	100%	100%	100%	100%	100%
6.8 No. of Finance BSC reviews sessions	Quarterly	12	3	3	3	3
6.9 % Developed and updated Financial Polices & Procedures	Annually	100%	100%	N/A	N/A	N/A
6.10 % Monthly allocation of expenses	Quarterly	100%	100%	100%	100%	100%
6.11 % Monthly billing completed	Quarterly	100%	100%	100%	100%	100%
7 SUB-PROGRAMME: INFORMATION TECHNOLOGY						
7.1 % Functionality of Web Site	Quarterly	99%	99%	99%	99%	99%
7.2 % Reviewed and up-dated Navision access rights	Quarterly	100%	100%	100%	100%	100%
7.3 % Virus packages loaded on all PC's	Quarterly	100%	100%	100%	100%	100%
7.4 % VIP up-time	Quarterly	98%	98%	98%	98%	98%
7.5 %Telephone System uptime	Quarterly	100%	98%	100%	100%	100%
7.6 % Digibility system developed	Quarterly	75%	N/A	50%	75%	100%
7.7 % Conversion accuracy of GIMS to Digibility	Annually	100%	100%	N/A	N/A	N/A
7.8 % Completion of annual Disaster Recovery Plan	Annually	100%	100%	N/A	N/A	N/A
7.9 % Accuracy of GIMS	Quarterly	100%	100%	100%	100%	100%
7.10 % Email availability	Quarterly	98%	98%	98%	98%	98%
7.11 % Intranet functionality	Quarterly	100%	100%	100%	100%	100%
7.12 No. of IT Fora attended	Quarterly	4	1	1	1	1
7.13 No. of CEMS Audits conducted (1 per annum)	Annually	1	N/A	N/A	N/A	1
7.14 No. of IT BSC reviews sessions	Quarterly	12	3	3	3	3
7.15 % IT BSC System implemented	Annually	100%	N/A	N/A	100%	N/A
7.16 % IT Security Policy reviewed	Annually	100%	N/A	N/A	100%	N/A

4.4. Reconciling performance targets with the Budget and MTEF

Table 4.4.1: Expenditure estimates – Administration

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE			
	R 000	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
1. CEO		12 288 164	14 233 614	9 191 283	9 742 760	10 399 403	11 439 343	12 583 277
2. Marketing		-	1 052 494	1 627 268	1 724 904	3 308 686	3 639 555	4 003 510
3. Strategic service		-	-	-	956 423	1 052 065	1 157 271	1 272 999
4. Legal services		-	3 868 748	2 300 748	2 438 793	1 580 241	1 738 265	1 912 091
5. Human Resources		2 173 419	2 220 080	3 401 154	3 605 223	4 458 633	5 025 496	5 528 046
6. Finance		4 032 249	5 082 387	5 144 711	5 453 394	7 225 394	7 947 933	8 742 726
7. Information Technology		1 097 233	1 765 376	1 699 418	1 801 383	1 796 905	1 976 595	2 174 255
Total		19 591 065	28 222 699	23 364 582	28 795 650	29 931 328	32 924 461	36 216 908

5. PROGRAMME 2: REGULATION

This function is the core function of ECGBB and is conducted by the Compliance and Licensing Division.

5.1. Strategic objective annual targets for 2011/12

STRATEGIC OBJECTIVE	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
	2007/08-4	2008/09-3	2009/10-2	2010/11-1	2011/12	2012/13	2013/14
1.1 Monitor CSI contributions				100%	100%	100%	100%
1.2 Award licences to suitably qualified applicants				100%	100%	100%	100%
1.3 Ensure compliance				100%	100%	100%	100%
1.4 Influence and maintain regulatory framework				100%	100%	100%	100%

5.2. Programme performance indicators and annual targets for 2011/12

5.3. Quarterly targets for 2011/12

PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2011/12	QUARTERLY TARGETS			
			1ST	2ND	3RD	4TH
SUB-PROGRAMME: COMPLIANCE & LICENSING						
1	% Accurate interpretation of facts	Quarterly	100%	100%	100%	100%
2	% of disputes resolved	Quarterly	100%	100%	100%	100%
3	% reduction in number of exclusions	Quarterly	10%	10%	10%	10%
4	% Accurate information in reports	Quarterly	100%	100%	100%	100%
5	Time taken to investigate applications	Quarterly	4.5 mths	4.5 mths	4.5 mths	4.5 mths
6	Employee license turnaround time for temps	Daily	48hrs	48hrs	48hrs	48hrs
7	Employee license turnaround time for permanents	Quarterly	3mths	3mths	3mths	3mths
8	% Completeness of report	Quarterly	100%	100%	100%	100%
9	No. of illegal operations investigated	Annually	100%			
10	No of illegal operations closed	Twice a year	10	5		5
11	No of machines confiscated	Twice a year	20		10	10
12	No of "sweeps" per zone	Annually	1			1
13	No of law enforcement fora attended and information shared	Quarterly	4	1	1	1
14	No of legal and compliance fora attended and information shared	Quarterly	4	1	1	1
15	No of horseracing and betting fora attended and information shared	Quarterly	4	1	1	1
16	No of OCC meetings attended and information shared	Quarterly	12	3	3	3
17	Licence allocation procedures reviewed		100%	100%	100%	100%
18	% Monitored environmental compliance of casino operators	Quarterly	100%	100%	100%	100%
19	No of gambling related devices tested	Quarterly	300	50	100	50
20	No of compliance audits completed	Quarterly	6		3	3
21	% Accuracy of compliance audits	Quarterly	100%	100%	100%	100%
22	No of inspections	Quarterly	9		3	3
23	% Accuracy of Compliance Inspection Report	Quarterly	100%	100%	100%	100%
24	% Accuracy of Self Exclusion Memo	Quarterly	100%	100%	100%	100%
25	No. of self exclusions	Quarterly	32	8	8	8
26	% Accuracy of Licensee Exclusion	Quarterly	100%	100%	100%	100%
27	No. of Licensee Exclusions	Quarterly	200	50	50	50
28	% Accuracy of 3rd Party Exclusions	Quarterly	100%	100%	100%	100%
29	No of 3rd Party Exclusions	Quarterly	8	2	2	2
30	% Compliance vs Deliverables	Quarterly	100%	100%	100%	100%
31	% Accuracy of report	Quarterly	100%	100%	100%	100%
32	% CSI spend vs Bid commitments	Quarterly	100%	100%	100%	100%
33	% Accuracy of certificates issued	Quarterly	100%	100%	100%	100%
34	Turnaround time	Daily	24hrs	24hrs	24hrs	24hrs

PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2011/12	QUARTERLY TARGETS			
			1ST	2ND	3RD	4TH
35 % Accuracy of ERS Update	Quarterly	100%	100%	100%	100%	100%
36 GDD Turnaround Time	Daily	48hrs	48hrs	48hrs	48hrs	48hrs
37 % Accuracy of GDD Update	Quarterly	100%	100%	100%	100%	100%
38 Exclusion turnaround time	Daily	48hrs	48hrs	48hrs	48hrs	48hrs
39 % Accuracy of Exclusion Update	Quarterly	100%	100%	100%	100%	100%
40 Approval turnaround time	Daily	48hrs	48hrs	48hrs	48hrs	48hrs
41 Site license update turnaround time	Daily	48hrs	48hrs	48hrs	48hrs	48hrs
42 Employee license update turnaround time	Daily	48hrs	48hrs	48hrs	48hrs	48hrs
43 No of illegals captured	Quarterly	5		1	1	3
44 % Accuracy of capture	Quarterly	100%	100%	100%	100%	100%
45 No. of Compliance BSC review sessions	Quarterly	12	3	3	3	3
46 % developed and updated Compliance and Licensing policies and procedures	Quarterly	100%	100%	100%	100%	100%
47 No of revenue audits completed	Quarterly	10	2	2	2	4
48 % Accuracy of revenue audits	Quarterly	100%	100%	100%	100%	100%
49 % Accuracy of fees invoiced / paid (finance)	Quarterly	100%	100%	100%	100%	100%
50 % Accuracy of fees invoiced / paid (finance)	Quarterly	100%	100%	100%	100%	100%

5.4. 5.4 Reconciling performance targets with the Budget and MTEF

Table 5.4.1: Expenditure estimates – ECGBB

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
R 000							
Compliance and Licensing	9 388 914	9 188 408	8 850 328	9 381 348	11 402 246	12 542 471	13 796 718
Total	9 388 914	9 188 408	8 850 328	9 381 348	11 402 246	12 542 471	13 796 718

6. PROGRAMME 3: SOCIO-ECONOMIC DEVELOPMENT

This programme is still in its infancy of conceptualisation. It will entail the consolidation of current Trusts into one unit. This unit will deliver high impact projects for socio-economic development. This programme will raised most of its budget. ECGBB will report on this development.

PART C: LINKS TO OTHER PLANS

7. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

ECGGBB CONTRIBUTE TO The Tourism targets of the PGP. The Board intends intensifying the linkages with both the PDGP and IDPs.

8. CONDITIONAL GRANTS

ECGGBB is not a recipient of any conditional grants.



