



ANNUAL REPORT 2011



KWAZULU-NATAL GAMBLING BOARD

Constituted In Terms Of Section 5 Of The KwaZulu-Natal Gambling Act No. 10 of 1996

ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2011



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Chairperson's Statement

I have pleasure in presenting the Annual report of the KwaZulu-Natal Gambling Board for the year ended 31 March 2011.

The Board has made great progress in improving governance. This is reflected in an improved report by the Auditor-General. A concerted effort was made to address the concerns previously raised by the Auditor-General. This is evident in the report. The Auditor-General has changed the format of the report such that more information is disclosed about the nature of work undertaken in the audit period.

The Board continues to monitor its risk management performance with a view to improving governance. To this end, control systems and processes were implemented and are monitored by the Audit and Finance Committees respectively. A draft Bill to amalgamate the activities of the KwaZulu-Natal Gambling Board, KwaZulu-Natal Bookmakers Control Committee as well as the Gaming and Betting section of the Office of the Premier is expected to become law in the immediate future. It is expected that a new Board will undertake all gaming and betting responsibilities in our Province.

Accommodation for the staff of the Gambling Board remains a major challenge as the current premises is no longer sufficient for its needs. This is expected to be resolved with the planned merger of the Board and the Bookmakers Control Committee as required by the New Gaming and Betting Bill.

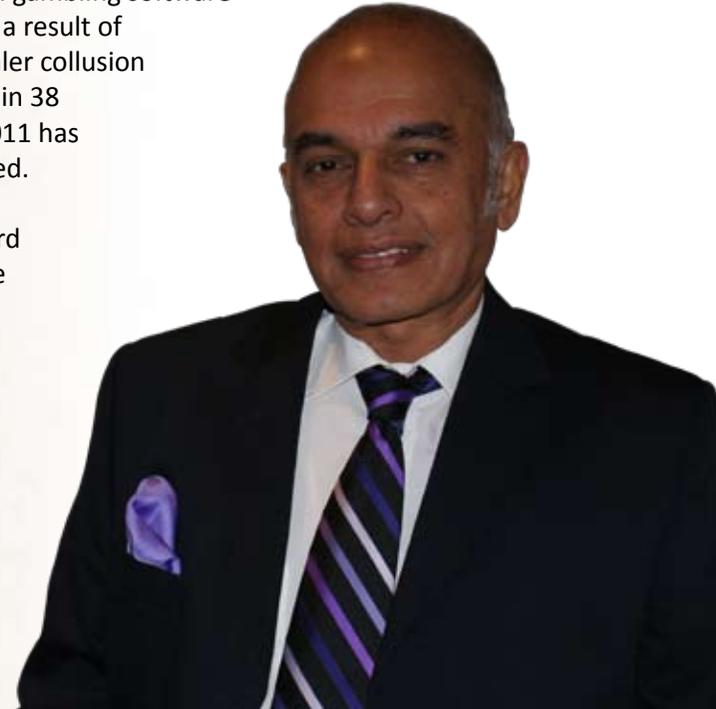
The Board has again made significant progress in its mandate particularly with regards to illegal gambling. 27 raids were conducted, resulting in 55 illegal gambling machines and illegal gambling software being confiscated. A total of 68 illegal gambling machines were destroyed as a result of outstanding cases being finalized. A further 38 cases of theft and punter/dealer collusion were investigated in conjunction with the SAPS and this has to date resulted in 38 criminal convictions. The Limited Payout machine industry as at 31 March 2011 has a total of 493 LPM licensed sites with a total of 2316 machines being activated.

I thank my fellow Board members and the management and staff of the Board for their contribution during the current financial year. It has been a pleasure to work with everyone.



Mr A H Trikamjee
Chairperson

Mr AH Trikamjee
Chairperson



Administrative Information

Board Members

Mr	A H	Trikamjee	Chairperson
Prof	B S	Stobie	
Mr	V T	Xaba	
Prof	I E	Konyn	
Mrs	N D	Shabalala	

Audit Committee

Mr	R	Morar	Chairperson
Prof	B S	Stobie	
Mr	V T	Xaba	
Ms	C	Service *	

* Appointed in February 2011

Chief Executive Officer (Acting)

Mr. N S Mutheiwana

Chief Financial Officer (Acting)

Mr. S. Gcabashe

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Bankers: ABSA Bank Limited



Statement of Responsibility by the Board

The Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999), as amended, requires the Board to ensure that the KwaZulu-Natal Gambling Board keeps full and proper records of its financial affairs. The annual financial statements should fairly present the state of affairs of the KwaZulu-Natal Gambling Board, its financial results, its performance against predetermined objectives and its financial position at the end of the year in terms of Generally Recognised Accounting Practice (GRAP).

The annual financial statements are the responsibility of the Board. The external auditors are responsible for independently auditing and reporting on the financial statements. The Office of the Auditor-General has audited the annual financial statements and the Auditor-General's unqualified report appears on pages 41 to 42.

The annual financial statements have been prepared in accordance with GRAP. These annual financial statements are based on the consistent use of appropriate accounting policies, supported by reasonable and prudent judgements and estimates.

The Board has reviewed the budgets and cash flow forecasts for the year ended 31 March 2011. On the basis of this review, and in view of the KwaZulu-Natal Gambling Act No. 10 of 1996 (as amended), the Board have every reason to believe, and the auditors concur, that the organisation will be a going concern in the year ahead and have continued to adopt the going concern basis in preparing the financial statements.

To enable the Board to meet the above responsibilities, the Board sets standards and implements systems of internal control and risk management that are designed to provide reasonable, but not absolute assurance against material misstatements and losses.

The entity maintains internal financial controls to provide assurance regarding:

- The safeguarding of assets against unauthorised use or disposition
- The maintenance of proper accounting records
- The reliability of financial information used within the business or for publication
- The compliance with applicable legislation

The controls contain self-monitoring mechanisms, and actions are taken to correct deficiencies as they are identified. Even an effective system of internal control, no matter how well designed, has inherent limitations, including the possibility of circumvention or the overriding of controls. An effective system of internal control therefore aims to provide reasonable assurance with respect to the reliability of financial information and, in particular, financial statement presentation. Furthermore, because of changes in conditions, the effectiveness of internal financial controls may vary over time.

The Board has reviewed the entity's systems of internal control and risk management for the period from 1 April 2010 to 31 March

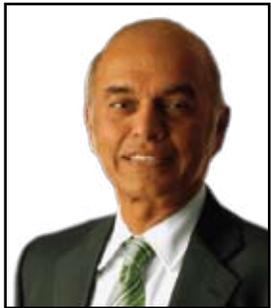
Statement of Responsibility by the Board

2011. The Board is of the opinion that the entity's systems of internal control and risk management were effective for the period under review.

In the opinion of the Board, based on the information available to date, the annual financial statements fairly present the financial position of the KwaZulu-Natal Gambling Board as at 31 March 2011, the financial performance and cash flow information for the year then ended and that the Code of Corporate Practices and Conduct has been adhered to.

The annual financial statements for the year ended 31 March 2011, set out on pages 43 to 55, were submitted for auditing on 31 May 2011 and approved by the accounting authority in terms of section 51(1)(f) of the Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended, on 31 May 2011, and are signed on its behalf by:

Mr N S Mutheiwana
Acting Chief Executive Officer



*Board members clockwise
from top left:*

*AH Trikamjee, BE Stobie, VT
Xaba, IE Konyan, ND Shabalala,
NS Mutheiwana*



Audit Committee Report

The audit committee has adopted appropriate formal terms of reference, which have been confirmed by the Board and has performed its responsibilities as set out in the terms of reference.

In performing its responsibilities, the audit committee has reviewed the following:

- The effectiveness of the internal control systems
- The effectiveness of the internal audit function
- The risk areas of the entity's operations to be covered in the scope of the internal and external audits
- The adequacy, reliability and accuracy of financial information provided to management and other users of such information
- The accounting or auditing concerns identified as a result of the internal and external audits
- The entity's compliance with legal and regulatory provisions
- The activities of the internal audit function, including its annual work programme, co-ordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations
- The independence and objectivity of the external auditors
- The scope and results of the external audit function, its cost-effectiveness, as well as independence and objectivity of the external auditors
- The board's compliance with legal and regulatory provisions

The audit committee is responsible for:

- Reporting to the Office of the Premier and the Auditor-General where a report implicates any member(s) of the accounting authority in fraud, corruption or gross negligence
- Communicating any concerns it deems necessary to the Office of the Premier and the Auditor-General
- Confirming the internal audit charter and internal audit plan
- Encouraging communication between members of the Board, senior executive management, the internal auditors and the external auditors
- Conducting investigations within its terms of reference
- Deciding whether or not an interim report should be subjected for review by the external auditors

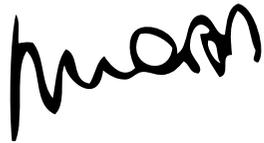
The audit committee is satisfied that internal controls and systems have been put in place and that these controls have functioned effectively during the period under review. The audit committee considers the internal controls and systems appropriate in all material respects to:

Audit Committee Report

- Reduce the board's risks to an acceptable level
- Meet the business objectives of the board
- Ensure the board's assets are adequately safeguarded, and
- Ensure that the transactions undertaken are recorded in the board's records

The audit committee has evaluated the annual financial statements of the KwaZulu-Natal Gambling Board for the year ended 31 March 2011 and concluded that they comply, in all material respects, with the requirements of the Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended, and the South African Statements of Generally Recognised Accounting Practice.

The audit committee agrees that the adoption of the going concern premise is appropriate in preparing the annual financial statements. The audit committee has therefore recommended the adoption of the annual financial statements, with the audit committee ceasing on the 31st of March 2011



R Morar
Chairperson

Audit committee members:

Mr	R	Morar	Chairperson
Prof	B S	Stobie	
Mr	V T	Xaba	
Ms	C	Service	



Mr R Morar
Chairperson of the Audit Committee



Corporate Governance Report

Introduction

Corporate Governance is concerned with the organisational arrangements that have been put in place to provide an appropriate set of checks and balances within which the management and the Board of the organisation operate. The objective is to ensure that those to whom the principal stakeholders entrusted with the direction and success of the organisation act in the best interests of these stakeholders.

The KwaZulu-Natal Gambling Board ensures that its processes and practices are reviewed on an ongoing basis in order to ensure adherence to good corporate governance practices.

The members of the Board believe that the board has substantially applied and complied with the principles incorporated in the Code of Corporate Practices and Conduct as set out in the King Report on Corporate Governance for South Africa, as well as the protocol on Corporate Governance in the Public Sector, 2002.

Stakeholders

As a Provincial board, established in terms of the KwaZulu-Natal Gambling Act No. 10 of 1996 as amended, the Board recognises and acknowledges the interests of government and other stakeholders, including employees, creditors, licensees, suppliers, manufacturers, route and site operators.

The Board regularly communicated with all stakeholders on material matters of significant interest and concern to stakeholders. The information furnished to stakeholders conforms to the criteria of promptness, openness, substance over form, relevance, clarity, effectiveness, transparency and objectivity.

Governing Bodies

The Board

The Board comprises of 9 non-executive members and the chief executive. The members receive fees for their services to the Board and Board committees. Details of the members' emoluments appear on page 53 of this report.

The Board meets at least monthly and retains full control over the entity. The Board is the accounting authority in terms of the Public Finance Management Act of 1999 as amended. The Board continues its operations with the five members as they constitute the required quorum for binding decisions by the Board.



Corporate Governance Report

Role of Chairperson and the Chief Executive Officer

The primary role of the chairperson of the Board, in conjunction with his fellow members, is the responsibility for strategic direction and policy formulation. The Chief Executive Officer is responsible for implementing the strategy and policy as determined by the Board as well as effective and transparent management.

Board Committees

A number of committees has been established to assist the Board in discharging its responsibilities.

Audit Committee

Members

Mr	R	Morar	Chairperson
Prof	B S	Stobie	
Mr	V T	Xaba	
Ms	C	Service	

The audit committee is chaired by an independent person, being a qualified chartered accountant in private practice and comprised of five members at the beginning of the year. These include three non-executive board members, two independent members from the private sector. The audit committee, however faced challenges with regards to the number of committee members as one passed away during the year. The process of obtaining other audit committee members has commenced. During the current financial year, the audit committee met two times.

Bid Adjudication Committee

Mr	S	Gcabashe	Chairperson
Mr	R	Goodayle	
Mr	B	Mjadu	
Mr	B	Radebe	
Mr	J T	Tshabalala*	
Mr	M	Madondo**	<i>* Resigned October 2010</i>
			<i>** Resigned August 2010</i>



Corporate Governance Report

The bid adjudication committee meets to adjudicate on tenders submitted to the board as well as to finalise appointment of the successful bidder within its terms of reference as laid out in the Supply Chain Management Policy.

Finance Committee

Members

Prof	B S	Stobie	Chairperson
Mrs	N D	Shabalala	
Prof	I E	Konyn	

*Mr Trikamjee attended by invitation of the committee

The committee is responsible for the review of monthly management information as well ensuring that a system of efficient and effective internal controls is maintained in the finance department.

Human Resources Committee

Members

Mr	A H	Trikamjee	Chairperson
Mrs	N D	Shabalala	
Mr	V T	Xaba	

The human resources committee, which is chaired by the chairperson of the main board, comprises of two other members. The Chief Executive Officer and the Manager: Corporate Services regularly attend these meetings. This committee meets every alternate month and deals with human resource related matters, including the approval of staff policies and procedures, staff training and all appointments and dismissals.

Corporate Governance Report

Monitoring and Compliance Committee

Members

Prof I E Konyin Chairperson
 Mr V T Xaba
 Prof B S Stobie

The monitoring and compliance committee, which is chaired by a non-executive board member, comprises of two other members. The chief executive officer regularly attends these meetings. This committee operates within their terms of reference and reviews financial and compliance issues of the licensees.

Record of attendance at meetings:

Members	Board	Finance	Monitoring & Compliance	HR	Audit	Public Hearings	Sect 86	LPM	Other W/Shops
Number of Meetings	13	12	11	9	5	8	2	2	17
Mr AH Trikamjee	13	2	1	8	2	5			12
Prof B Stobie	13	12	11		5	7	2	2	8
Prof IE Konyin	13	10	11			5	2	2	14
Mrs ND Shabalala	13	10		9		8			17
Mr VT Xaba	13		11	9	5	8	2	2	15
Mr R Morar*					5				
Mrs C Service					2				

* External members of the audit committee

Public Finance Management Act

As a Provincial Public Entity, the KwaZulu-Natal Gambling Board operates within the ambit of the Public Finance Management Act of 1999 as amended. The Board embraces the principles of such legislation and intends to be an entity that is commended for compliance with this Act.



Corporate Governance Report

Materiality and significance framework

For the purposes of determining materiality, this framework comprises two aspects, namely, quantitative and qualitative.

Quantitative

We have assessed the levels of material loss and significance as follows:

- Every amount in respect of criminal conduct;
- Every amount in respect of irregular, fruitless and wasteful expenditure, involving gross negligence;
- R20 000 being approximately 0.2% of gross revenue in respect of any other irregular, fruitless and wasteful expenditure;

Qualitative

Materiality is not merely related to the size of the entity and the elements of its financial statements. Misstatements that are large, either individually or in aggregate may affect a reasonable user's judgment, however on the other hand, misstatements of a small amount may affect a user's judgment because of their nature. The purpose of the materiality is to ensure that all material amounts are disclosed as such in the annual financial statements.

Risk Management

The executive management, as mandated by the board, has established systems of internal control to manage significant risks. The system supports the Board in discharging its responsibility for ensuring that the wide range of risks associated its operations are effectively managed in support of the legal mandate of the Board.

To this end the Board has established a Risk Management and Fraud Prevention Policy. The risk management strategy, which includes a fraud prevention plan, is also used to direct the internal audit effort and priority. This flexible approach has the commitment of the senior management. There is clear accountability for risk management through the risk plans that assign an accountable person.

The system of internal control which is embedded in all key operations, provides reasonable rather than absolute assurance that the board's business objectives will be achieved within the risk tolerance levels defined by the Board.

Corporate Governance Report

Internal Audit

The Board has an internal audit function that has the support and co-operation of both the Board and management. This function has been outsourced to an external suitably qualified consultant to provide capacity. The internal audit function operates within its written terms of reference, provided by the Board as per the service level agreement, setting out its purpose, authority and responsibilities. The overall control and direction of internal audit vests with the audit committee.

The internal audit function provides an independent, objective appraisal and evaluation of the risk management processes, internal controls and governance processes, and they identify corrective actions and suggested enhancements to the controls and processes.

The risk-based audit plan is based on the risks emerging from the risk management process. The audit plan is updated annually based on the risk assessment and the results of the audit work performed, ensuring that the audit coverage is focused on identified areas of high risk. The internal audit function co-ordinates with other internal and external providers of assurance to ensure proper coverage and to minimise duplication of effort.

Code of Ethics

The board's mission is to ensure the viability and integrity of the gambling industry by fostering professionalism, efficiency and corporate governance. To ensure that this is achieved, the Board encourages staff to apply best practice in all operations and relations with each other and stakeholders. A code of ethics has been developed and implemented, requiring all employees to maintain the highest standards of behaviour. The code provides clear guidance on the expected behaviour of all employees.

Sustainability

The board's strategy is to achieve social investment and Black Economic Empowerment through its licensees by ensuring and monitoring that the bid commitments of the licensees encompass these initiatives.

The amalgamation with the KwaZulu-Natal Bookmakers Control Committee in terms of the Gaming and Betting Bill when enacted, will cause the operations of the KwaZulu-Natal Gambling Board to be absorbed into a new entity that shall continue with all aspects of the current operations.



Corporate Governance Report

Non- Financial Information

The Auditor-General has also audited the performance information in relation to the strategic goals. Details of the findings are contained in the Auditor- General's report on pages 41 to 42.



Chief Executive Officer's Operational Review

MANDATE

The KwaZulu-Natal Gambling Board (the Board) is listed in schedule 3 of the Public Finance Management Act of 1999 as a Public Entity and was established in terms of the KwaZulu-Natal Gambling Act of 1996.

The mandate of the Board is provided in Section 6 of the KZN Gambling Act, 1996 as amended. In terms of the mandate, the Board is to ensure that all gambling authorised under the Act :

- Is conducted in a manner that promotes the integrity of the gambling industry and does not cause harm to the public interest; and
- Promotes the province's objective for developing a gambling industry whose objectives are the promotion of tourism, employment and economic and social development in the province.

In essence, the Board is responsible for regulating the gambling industry, maintaining its integrity, and promoting socio-economic development and tourism within the Province.

VISION

In terms of the strategic direction envisioned by the Board, its vision is:

"To be the leading regulatory authority in the gambling industry".

MISSION

The gambling industry is growing in the province. The growth of the industry has led to a broadening of the base of gambling, development of new games and products, and more complex dynamics in the industry. Responding adequately to the vicissitudes of the expanded industry will require effective and efficient regulation. The Board's mission therefore is that:

"The Board will ensure the viability and integrity of the gambling industry by fostering professionalism, efficiency and corporate governance as well as contributing towards sustainable improved quality of life for the people in KwaZulu-Natal".



Chief Executive's Operational Review

GOALS

Consistent with the vision, the Board remains committed to its three long term goals that it has set for itself those being to:

- ensure effective regulation and promotion of the integrity of the industry;
- support the industry's growth and development; and
- protect and advance the interest of the people of the province.

STRATEGIC GOALS

The strategic goals underpinning the achievement of the three over-arching goals are listed hereunder:

Staff	To attract, retain and train an effective, focused staff compliment.
Legislation	To ensure adherence to applicable legislation.
Regulatory Environment	To monitor and ensure compliance
Processes	To adhere to sound business principles.
Technology	To keep abreast with advancements in internal and external systems
Finance	To ensure sound financial administration and that controls are adhered to.
Communication	To ensure regular and effective communication.
Merger	To manage the integration process.

General Review for 2010/ 2011

Introduction

Great strides were made during the year under review to address and put in place outstanding policies and processes, which had been identified as weaknesses in the previous financial year, and we will continue to develop strategies and processes that will enhance the Board's endeavours to ensure sound corporate governance.

Organizational Structure

Whilst no changes were made to the Board's organisational structure during the course of the year, a great deal of work was done on developing an organisational structure that will cater for the new Gaming and Betting Board. The new Board will incorporate both the existing KZN Gambling Board and the Bookmakers Control Committee.

Progress was also made with the filling of vacant posts and as at 31 March 2011, the Board's staff complement stood at 35 which has still not reduced the Board's vacancy rate.

The Function of the Board

As mentioned above no changes have been made to the Board's approved organisational structure which still comprises of the following 5 main components:

- Investigations and Licensing;
- Law Enforcement & Compliance;
- Legal Support Services;
- Financial Management; and
- Corporate Services.

Whilst the staff functions are undertaken by the Legal Support Services, Financial Management and Corporate Services the line functions form the responsibility of the Investigations and Licensing Component and the Law Enforcement, Compliance and Inspections Component. These two operational components are dealt with below.

Investigations & licensing

All applications for licenses in respect of Casino's, Route Operator's, Site "A" & "B's" and Bingo are dealt with by this component. Investigations & Licensing are also responsible for dealing with applications for Certificates of Suitability, registration as Manufactures, Suppliers and Maintenance Providers and the registration of all employees who work in the Gambling industry.



General Review for 2010/ 2011

Law Enforcement & Compliance

This component is responsible for the eradication of illegal gaming within the province. This is an ongoing process that is dealt with in conjunction with the South African Police Services.

The component is also responsible to ensure that gaming, within licensed gaming establishments, is conducted in a manner which promotes the integrity of the gambling industry and does not cause harm to the public interest. Lastly, the component must ensure that the correct gaming taxes are paid into the provincial revenue fund.

Financial Highlights

The Board has once again preformed within its budget. It has ended the year with a surplus of R1.5 million.

The main contributors to this surplus was the funds budgeted for post unfilled and interest received from the current account.

Casino Industry

Operating Profile

There is no change and the situation remains with four permanent casino licenses having been issued in the Province. The only casino still operating under a temporary licence is the Umfolozi Casino situated in Empangeni.

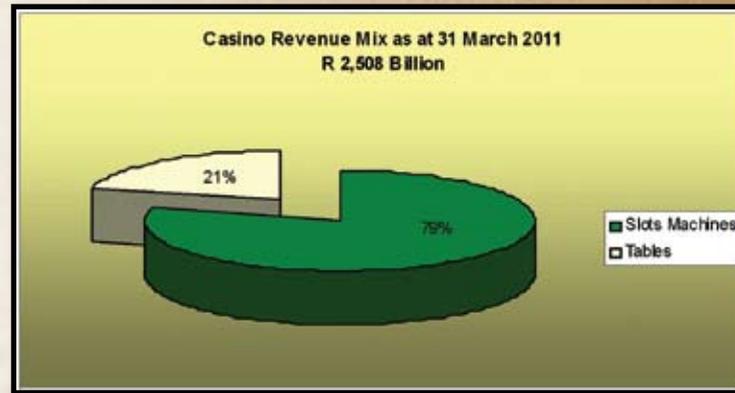
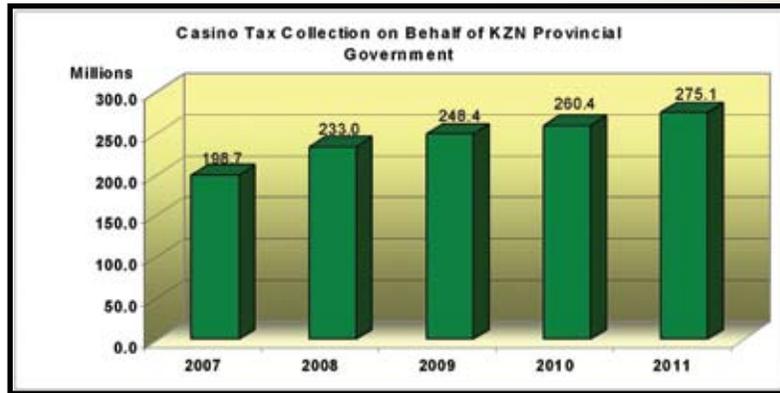
Financial performance

Notwithstanding the economic downturn, especially towards the latter part of the financial year, the Casino industry has once again seen gaming revenues up by 5.13% with Gross Gaming Revenue reaching R2,5 billion for the period 1 April 2010 to 31 March 2011 with peaks once again being experienced during the holiday periods.

The gaming taxes collected during the year amounted to R275.1 million as compared to R260.4 million collected in the previous financial year representing an increase of 5.6%. The taxes collected and paid into the Provincial Revenue Fund in past five (5) years in respect of the casino industry are reflected below.

General Review for 2010/ 2011

The tax collected in respect of the casino industry is paid into the Provincial Revenue Fund.



Operational Profile

The current allocation of machines and gaming tables are reflected in the table below.

Casino Name	No. of Gaming Machines	No. of Gaming Tables
Suncoast	1330	50
Golden Horse	450	20
Black Rock Casino	250	7
Umfolozzi	267	12
Sibaya	1200	47
Total	3497	136

General Review for 2010/ 2011

Economic Impact

The table below reflects financial indicators which are considered relevant and which have had a significant financial impact on the Province.

Description	Year Ended 31-13-11 R'000	Year Ended 31-13-10 R'000	Year Ended 31-13-09 R'000	Year Ended 31-13-08 R'000	*Period Until 31-03-07 R'000	Total R'000
Gross Gaming Revenue	2,508,207	2,385,773	2,283,781	2,156,039	7,043,966	16,377,766
Gaming Taxes	275,104	260,432	248,410	233,026	717,966	1,734,938
Capital Expenditure	136,571	196,412	126,680	89,551	2,751,899	3,301,113
Spend On Local Economy	408,134	340,708	297,644	264,943	1,103,394	2,414,823
Spend On SMME's	115,508	109,150	88,137	69,136	467,414	849,345
Spend On PDI Businesses	310,465	297,415	261,140	222,419	519,621	1,611,060
Social Development Contribution	2,606	299,171	6,324	5,184	13,748	327,033
Temporary Jobs Created	51	81	416	174	13,587	14,309
Permanent Jobs Created / (Shed)	899	965	1,755	1,075	2,722	7,416
Exclusivity Fee Paid	552	1,012	0	0	134,225	135,789

Limited Payout Machines (LPM's)

The successful roll out of the LPM industry has continued during the current financial year with an additional 127 sites being licensed during the course of the year. This brings the total of sites licensed in the Province to 493 . As at 31 March 2011 these licensed sites had a total of 2316 Limited Payout machines activated at an average of 4.70 machines per site.

General Review for 2010/ 2011

Financial performance

The Gross Gaming Revenue (GGR) for the period 1 April 2010 to 31 March 2011 amounted to R212.2 million compared to R175.7 million in the previous financial year which represents an increase of 20.8%. During the same period the total tax collected was R31.8 million compared to R26.4 million in the previous year which reflects a 20.5% increase in taxes. The amounts will continue to increase as sites are licensed and activated.

Based on the above figures it is projected that once the current batch of 4500 machines are rolled out tax collections should be approximately R50 million per year.

The tax collected in respect of the limited payout machine industry is paid into the Provincial Revenue Fund.

Bingo

With regard to the Bingo operations the Board licensed three(3) applicants to operate Bingo namely Galaxy, Viva and Poppy Ice. Public hearings were held and licences were granted to thirteen(13) sites in the province. The operations are to host traditional bingo and limited payout Machines.

Human Resources

The Board's employee equity statistics as at 31 March 2011 is reflected in the schedule below.

Race	Female	Male	Total	Percentage
African	12	15	27	75.00
Coloured	1	0	1	2.78
Indian	1	4	5	13.89
White	1	2	3	8.33
TOTAL	15	21	36	100
*Representation of Designated Groups	15	19	34	94.44

- * The Employment Equity Act No. 55 of 1998 defines designated group as black (being Africans, Coloureds and Indians) people, Women and people with disabilities.



General Review for 2010/ 2011

Illegal Gambling

Illegal gambling still remains a key focus for the Board, there is a significant increase in illegal poker activities. This comes as a direct result of the demand for tournament Poker created by the highly popular, albeit illegal, on-line poker available on the internet and the exposure given to the game through advertising and the permanent poker channel on TV.

Once again all incidences of illegal gambling identified were acted upon. This resulted in 27 raids, 55 illegal gaming machines and illegal software components being confiscated. A total of 68 illegal gaming machines were destroyed as a result of outstanding cases being finalised.

Accommodation

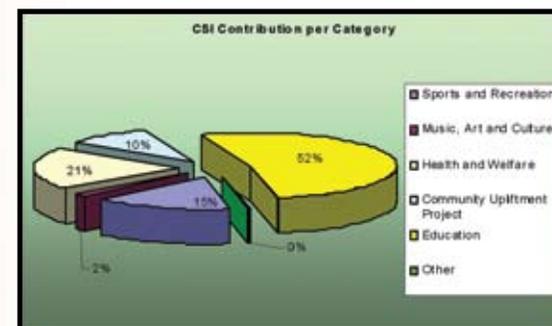
The accommodation presently allocated to the KZN Gambling Board is to say the least entirely inadequate. Attempts to acquire additional accommodation within the Natalia Building have proved fruitless.

The situation is not only unhealthy but does nothing for the morale of the staff and it is essential that something be done to address this matter. The full tender process will be followed taking into consideration all the requirements and guidelines from Public Works and as well as the guidelines from Provincial Treasury. A survey for the location of the building has been done with all the staff members both from Durban office and the Pietermaritzburg office.

Corporate Social Investment (CSI) by Licensees

2009/2010

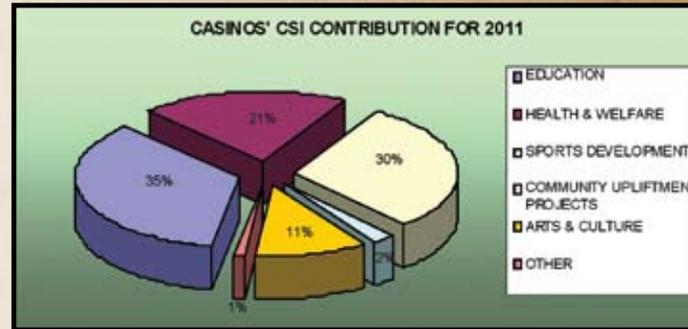
Category	Amount
Health & Welfare	1,812,023.63
Education	4,620,595.10
Community Upliftment Project	839,871.05
Sports & Recreation	1,339,032.21
Music, Art & Culture	159,980.49
Other	16,584.00
	8,788,086.48



General Review for 2010/ 2011

2010/2011

Category	Amount
Health & Welfare	1,125,212.70
Education	1,908,266.69
Community Upliftment Project	119,556.24
Sports & Recreation	1,624,568.73
Music, Art & Culture	613,457.30
Other	59,388.87
	5,450,400.53



Performance Information For Annual Report 2010 / 2011

PROGRAMME 1 : ADMINISTRATION

SUB-PROGRAMME 1 : CORPORATE SERVICES

HUMAN RESOURCE MANAGEMENT

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
<ul style="list-style-type: none"> • Improve Training / Skills • Development of internal capability (RECRUITMENT OF STAFF) 	Corporate Services Manager	ACEO	<p>June 2010</p> <p>On-going</p>	<ul style="list-style-type: none"> • Conducted skills audit to prepare Workplace Skills Plan (WSP) • Prepared WSP, submitted for approval and was approved by the Board • Workplace Skills Plan (WSP) was submitted in time to THETA • Finalised the filling of seven positions and thereby reducing vacancy rate from 44, 2% to 30, 7%
<ul style="list-style-type: none"> • Become a performance driven organisation 	Manager Corporate Services	ACEO	August 2010	<ul style="list-style-type: none"> • PMDS Policy was developed and was approved by the Board. • Performance Agreements using KPA's and KPI's were prepared and signed by majority of staff. • Staff including management were workshopped on PMDS, KPA's, KPI's as well as Performance Agreements • Acquired and implemented Human Resource Information System and the electronic PMDS module was activated and populated with KPA's and KPI's of all employees. • Acquired and implemented new payroll system.



Performance Information For Annual Report 2010 / 2011

SECRETARIAT

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
Administration of Board and Committees	Board Secretariat	Legal Services Manager	March 2011	<ul style="list-style-type: none"> • Attended to the administration of all organisation, Board and Committee Meetings.
Co-ordination of workshops, training, public hearings, Board and Committee Meetings	Board Secretariat	Manager Legal Services	March 2011	<ul style="list-style-type: none"> • Coordinated numerous public hearings, all Board and Committee Meetings as well as workshops for Board and organisation.
Compliance of all documentation	Manager - Legal Services	ACEO	March 2011	<ul style="list-style-type: none"> • Prepared and disseminated agendas for all Board and Committee meetings. • Prepared all Board and Committee meeting packs of documentation timeously and ensured delivery to relevant Board Members or Committee members. • Ensured all relevant registers completed and signed by meeting attendees.
Execution of Corporate Strategy	Manager - Legal Services	ACEO	March 2011	<ul style="list-style-type: none"> • Communicated Board and Committee decisions to all relevant organisation staff or stakeholders. • Maintained resolution registers for all resolutions taken at Board or Committee meetings.



Performance Information For Annual Report 2010 / 2011

AUXILIARY SERVICES

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
Document Management System	Auxiliary Services	ACEO	March 2011	<ul style="list-style-type: none"> • Awaiting finalized appointment of Registry Clerk • Operational training successfully completed.
Monitoring of Office Furniture	Auxiliary Services	ACEO	March 2011	<ul style="list-style-type: none"> • Successfully acquired equipment/furniture for : • Acting LEF Manager • Chief Information Officer • HR Practitioner • Registry
Manage Office Stationery & Kitchen Consumables	Auxiliary Services	ACEO	March 2011	<ul style="list-style-type: none"> • Reviewed timeously • Efficiently procured and made available timeously
Assembling Board & Committee Agendas & Delivering of Agendas	Auxiliary Services	ACEO	March 2011	<ul style="list-style-type: none"> • Successfully prepared and delivery of all Board and Committee Agendas. • HR/Finance/MCC/Public Hearing/Board.



Performance Information For Annual Report 2010 / 2011

INFORMATION TECHNOLOGY MANAGEMENT

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
Provision of efficient and reliable ICT Systems & Infrastructure : <ul style="list-style-type: none"> • Servers (6 x Linux, 4 x Windows) • Server Operating Systems & Applications (Domino, Notes, Pastel, VIP Premier HR, OfficeScan, Web Security Suite, InterScan Web Virtual Appliance, ScanMail fo Domino, VIP Payroll) • Storage Area Network Management (4Gb FC Dell/EMC CX3-20, 2 x Brocade, 14 x 146Gb FC HDDs, Dual Storage Controllers) • Backup Management (Dell ML 6010 Tape Library, Legato Networker) • Wide Area Network Management (Cisco PIX 515UR firewall, Billion router, Cisco 2600 router, Telkom NTU) • Local Area Network Management (3Com 5500 & HP ProCurve 2800) • Printer Management 	CIO	Manager: CS	On-going	<ul style="list-style-type: none"> • 99.99% Uptime with no server failures. • All security updates installed • Zero % downtime of Domino Infrastructure • Fully functional Trend Enterprise Software Suite (Anti-Virus) • Pervasive SQL for Pastel Accounting ran efficiently • Fully functional HelpDesk system – Calls attended to within prescribed agreed timeframes. • MS SQL 2005 database – Zero data loss • Legato Networker Backup Solution successfully updated and fully functional • VIP Premier HR Solution successfully installed and fully operational – only commissioned from Nov 2010. • Successful deployment of new website • 100% access by all networking devices. • Zero hardware failure • System fully functional and tapes sent off-site as per approved backup schedule • Security applications fupdated - System was not hacked • Equipment software updated • 100% system uptime • Zero equipment failure • Wireless link successfully installed between PMB & DBN Offices • 99.99% network accessible uptime • Zero equipment failure • Utilised same HP printers with 99.99% uptime Experienced challenges with BizHubs – only 90% uptime



Performance Information For Annual Report 2010 / 2011

INFORMATION TECHNOLOGY MANAGEMENT (continued)

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
<ul style="list-style-type: none"> User Workstation Management 	CIO	Manager: CS	On-going	<ul style="list-style-type: none"> No new equipment procured due to cost-cutting measures by Treasury 98% efficiency was achieved due to the delays in replacement equipment not arriving on time <ul style="list-style-type: none"> Specifications and Evaluation of options were finalised with the relevant vendors Tender specifications were finalised Tender documentation was being compiled. <p><i>Treasury issued a cost-cutting circular which necessitated the Board having to reassess their budget in line with the prescripts of the Circular and all major capital expenditure projects were thereafter placed on-hold until further direction from Treasury.</i></p>
Strategic IT Support & Services (Projects)				
<ul style="list-style-type: none"> Procurement of server virtualization infrastructure 	CIO	Manager: CS	Sept 2010	
<ul style="list-style-type: none"> Implementation of REMOTE Disaster recovery infrastructure 			Mar 2011	
<ul style="list-style-type: none"> Acquisition of new Document management system 			Mar 2011	
<ul style="list-style-type: none"> Website re-design 			Jul 2010	



PROGRAMME 1 : ADMINISTRATION
SUB-PROGRAMME 2 : FINANCIAL SERVICES

FINANCE

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
Improved financial management (Efficient and effectively)	CFO	ACEO	March 2011	<ul style="list-style-type: none"> • Eleven monthly meetings were held to report variances with reasons and solutions to the Finance Committee for the year. • An unqualified audit was obtained for the year
Annual financial policies review	CFO	ACEO	March 2011	<ul style="list-style-type: none"> • Finance Policies were reviewed and 3 new policies were approved to strengthen the financial governance of the BOARD.
Review finance delegations	CFO	ACEO	March 2011	<ul style="list-style-type: none"> • A Task Team has been formed to address and update the Finance Delegations.
Monitor compliance with supply chain management policy	CFO	ACEO	March 2011	<ul style="list-style-type: none"> • All procurement was carried out in the manner prescribed and allowed by the board policy.
Evaluate outsourced internal audit function	CFO	ACEO	March 2011	<ul style="list-style-type: none"> • The Internal Audit carried out a review of all the recommendations from 2009 – 2010 to ensure that they have been resolved. • All audits planned for the year were carried out with two awaiting final reports.



Performance Information For Annual Report 2010 / 2011

PROGRAMME 1 : ADMINISTRATION

SUB-PROGRAMME 3 : LEGAL SERVICES

LEGAL SERVICES

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
Adherence to legislation	Manager - Legal Services	ACEO	March 2011	<ul style="list-style-type: none"> • Participated in organisation policy review sessions with all management and staff and made recommendations for their amendment. • Participated in review sessions of all organisational delegations. • Participated in supply chain management procedures for tenders relating to HR Management System and IT Strategy for organisation. • Attend National Legal Forum meetings on a quarterly basis • Attend Board, Monitoring & Compliance, Audit Committee, Quarterly Compliance, Corporate Services and MANCO Meetings. • Initiated and prosecuted section 86 enquiries and collected R 185 000.00 in fines. • Attended Masterclass on Competition Law with focus on mergers and acquisitions. • Prepared a Corporate Social Investment Guideline for the organisation and industry. • Engaged with licensees and stakeholders regarding new legislation. • Evaluated the KZN Gaming and Betting Bill as well as the proposed Tax Bill. Made recommendations for amendment of the draft legislation. Attended sessions with the relevant stakeholders • Portfolio Committee to assist in ensuring Bills passed into law. • Investigated exclusivity agreements with Province's Casinos. • Scheduled swearing in process for all organisation staff in terms of the Act. • Participated in annual strategic planning for organisation.



Performance Information For Annual Report 2010 / 2011

LEGAL SERVICES (continued)

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
External attorney legal services	Manager - Legal Services	ACEO	March 2011	<ul style="list-style-type: none"> • Prepared 43 internal legal opinions for the Board, Acting CEO and various divisions covering different aspects of the operations of the Board. • Facilitated a legal opinion from Senior Counsel regarding acquisition by Allan Gray of an interest in Gold Reef Resorts. • Drafted correspondence for and on behalf of the Acting CEO on various aspects of operations and Board resolutions. • Reviewed and furnished advice on various agreements entered into by the organisation, in particular for the HR Management System with VIP and for the installation of a link between the organisations PMB and Durban offices by Telkom. • Met with divisional staff and representatives of Luck and Vukani to discuss the operational structure of both and investigation into proposed amendment to internal control systems; • Checked and corrected minutes from Board and MCC meetings. • Attend public hearings for entities applying for licences or shareholding in licencees. • Facilitated mediation by Thabani Zulu in dispute with Izulu Gaming and Gobodo for payment of their account. • Attendance at Competition Tribunal for hearing in respect of Tsogo Gold Reef Resorts merger. • Attendance at Gauteng Gambling Board and site inspections of Bingo halls with Portfolio Committee. • Instructed and consulted attorneys and advocates to facilitate defence of litigation by Derivco against KZN Gambling Board and National Gambling Board. • Correspondence with Public Protector regarding the procedure for holding a public hearing and their complaint; • Attend CCMA arbitration hearings and act in defence of the KZN Gambling Board in various matters. • Correspondence with Attorneys representing organisational staff in CCMA matters • Attended various merger meetings with organisation, stakeholders and members from the Office of the Premier. • Prepare documentation and advertise requests for expression of interest to supply a building for the organisation.



Performance Information For Annual Report 2010 / 2011

LEGAL SERVICES (continued)

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
External attorney legal services	Manager - Legal Services	ACEO	March 2011	<ul style="list-style-type: none"> • Consultations with all divisions on various legislation and policy interpretations. • Considered audit findings, prepared responses, assisted organisational divisions with compliance and assisted internal auditors with queries. • Conducted consultations with compliance staff in preparation for initiation and prosecution of Section 86 Enquiries. • Discussed inflationary salary adjustment and prepared submissions for salary reviews before Board for consideration and approval with assistance from Finance Division.
Safe-keeping of agreements	Manager - Legal Services	ACEO	March 2011	<ul style="list-style-type: none"> • Sought and obtained copies of all agreements which the organisation is party to. Consulted on extension of contracts and prepared schedules of agreements • Prepared performance agreements, KPA's and job descriptions for self and Board Secretariat.



Performance Information For Annual Report 2010 / 2011

PROGRAMME 2 : INVESTIGATIONS AND LICENSING INVESTIGATIONS AND LICENSING

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
Conduct Probity Interviews of Employees.	Manager: IAL	ACEO	March 2011	<p>Applications Received: 426</p> <p>Casino = 294 Special = 107 Route = 17 National = 08</p> <p>Blackrock = 36; G/Horse = 34; Sibaya = 23; Suncoast = 195; Umfolozi = 56</p> <p>G/Circle = 15; Luck = 01; Thuo = 01; Vukani = 02;</p> <p>Fidelity= 14; G4S = 06; KPMG = 03; Mandela = 25 Siyezwa = 11; Solani = 01 & SVS =03</p> <p>Revenue = R 984 000.00</p>
Conduct Investigations of Financial Acquisitions.	Manager: IAL	ACEO	March 2011	<p>The Board considered and approved applications for acquisition of interest by CBF Leisure in Afrisun, Sandbox in SVS and Pyrros in Gold Circle; HCI to acquire Century, Tsogo Sun KZN and Galaxy Bingo & Gold Reef/Tsogo Sun merger.</p> <p>Total applications received and dealt with were three (3) viz: GPI to acquire Akhona in Thuo; HCI further acquisition in Galaxy; Classic Bingo to acquire Poppy Ice</p> <p>Revenue: R 25 000.00</p>
Conduct Applications for Certificates of Suitability	Manager: IAL	ACEO	March 2011	None
Conduct Applications for Registration as Manufacturer, Supplier and Maintenance Provider	Manager: IAL	ACEO	March 2011	<p>We only received one application from Phambili to be a Supplier of printing material in the gaming industry which was approved by the Board.</p> <p>Revenue: R 25 000.00</p>



Performance Information For Annual Report 2010 / 2011

INVESTIGATIONS AND LICENSING (continued)

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
Conduct Applications for Bingo Licences	Manager: IAL	ACEO	March 2011	The Board considered and approved Shock Proof and Silvercrest Trading. No sites were considered this year. Revenue: R 0.00
Conduct probity investigations on Site Operators & Route employees	Manager: IAL	ACEO	March 2011	Received a total of 154 Site A applications from Batches 23 to 27. Revenue: R 154 000.00



Performance Information For Annual Report 2010 / 2011

PROGRAMME 3 : LAW ENFORCEMENT AND COMPLIANCE

SUB-PROGRAMME 1 : LAW ENFORCEMENT

LAW ENFORCEMENT

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
The closure of illegal gambling operations	Act Manager – Law Enforcement	ACEO	March 2011	<ul style="list-style-type: none"> • Twenty Seven (27) raids were planned and executed. • Fifty Five (55) illegal gambling slot machines, fifty five (55) hoppers, eleven (11) LED Artwork, twenty (20) LED MPU Boards, five (05) Client record books, were confiscated. • Twenty Four Thousand Seven Hundred Thirty Rand and fifty cents (R24, 730.50) cash was confiscated and deposited in the Provincial Revenue Account for disposal. • Thirty Eight (38) affidavits were prepared • Forty Five (45) exhibits were stored in secure storage. • Seven (07) admissions of guilt fines totalling Twenty Three thousand Five Hundred Rand (R23, 500.00) were paid. • Sixty Eight (68) illegal gambling machines were destroyed after finalization of cases. • Two (02) trials are pending for illegal gambling operations. • Six (06) court visits for the year of 2010/11. • Two Hundred and Fifty Six (256) outlets were inspected during proactive inspections. • Ten (10) SAPS training sessions relating to investigating illegal gambling cases were held with SAPS. • Two Hundred and Thirty Three (233) SAPS officers have been trained in the Pietermaritzburg, Howick, Plessisslaer, Escourt, Greytown, Port Shepstone, Ladysmith, Umzimkhulu and Durban Clusters.



Performance Information For Annual Report 2010 / 2011

LAW ENFORCEMENT (continued)

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
Roll out Limited Payout Machines	Act Manager – Law Enforcement	ACEO	March 2011	<ul style="list-style-type: none"> • One Hundred and Seven (107) new applications were received and evaluated. • One Hundred and Nineteen (119) new LPM sites were inspected. • One Hundred and Ten (110) new site inspection reports were processed. • Ninety Seven (97) new LPM sites and Three Hundred and Fifty Five (355) LPM's were activated. • Twenty Eight (28) new LOC's were processed. • Thirty (30) sites submitted business licences for the activation of additional LPM's. • Fifty Seven (57) additional LPM's were activated due to submission of business licenses. • Four Hundred and Nine (409) floor plan approval applications were processed. • Two Hundred and Forty Seven (247) transport approval applications were processed. • Sixty Five (65) game change/conversion applications were approved. • Twenty Five (25) site change / amended gaming area applications were inspected and approved. • Three Hundred and Ninety One (391) CEMS approvals were processed on the Zonke System
Roll out of Bingo	Act Manager – Law Enforcement	ACEO	March 2011	<ul style="list-style-type: none"> • Two applications for internal controls were processed and approved. • Bingo operators were completing site construction for new sites during this period. • Thirteen (13) submissions were submitted to National Gambling Board for type B licenses.
Investigation of crimes committed on licensed premises	Act Manager – Law Enforcement	ACEO	March 2011	<ul style="list-style-type: none"> • Thirty Eight (38) investigations were conducted into criminal activities committed on licensed premises. • Thirty eight (38) reports were prepared and submitted to the Board with recommendations.
Regulation of amusement machines	Act Manager – Law Enforcement	ACEO	March 2011	<ul style="list-style-type: none"> • Five (05) new applications were received. • Five (05) new applications were processed and submitted to MCC for approval. • Five (05) new Registration certificates were processed • Two (02) new applications were received for change requests by amusement machine operators.



Performance Information For Annual Report 2010 / 2011

PROGRAMME 3 : LAW ENFORCEMENT AND COMPLIANCE

SUB-PROGRAMME 2 : COMPLIANCE

COMPLIANCE

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
<ul style="list-style-type: none"> • Ensure compliance by licensees with all relevant gaming legislation and approved Internal Control Standards. • Verification of taxes, fees and levies payable by the licensees in compliance with the gaming Legislation. 	<p>Manager: Law Enforcement and Compliance</p> <p>Manager: Law Enforcement and Compliance</p>	<p>ACEO</p> <p>ACEO</p>	<p>March 2011</p> <p>Monthly</p>	<p>Thirteen (13) Compliance Audits were completed in the reporting period for all five (5) Casinos.</p> <p>Two (2) Compliance Audits were completed in the reporting period for the Route Operators.</p> <p>Sixty (60) revenue audits completed for all five (5) Casinos i.e. Suncoast Casino, Sibaya Casino, Umfolozi Casino, Century Casino and Golden Horse Casino.</p> <p>Forty Eight (48) revenue audits completed for the four (4) Route Operators i.e. KZN Slots, V-Slots, Luck At It and Kingdom Slots.</p> <p>Tax Revenue verified and collected amounted to R275,103,950.90 for Casinos and R31,822,783.62 for the Route Operators.</p> <p>Efficient reporting to the relevant stakeholders e.g. NGB, Premier's Office and KZN Treasury.</p>
<ul style="list-style-type: none"> • Improve the efficiency and effectiveness of monitoring and compliance in accordance with the Bid Commitments, the applicable gaming legislation and approved Internal Control Standards. 	<p>Manager: Law Enforcement and Compliance</p>	<p>ACEO</p>	<p>March 2010</p>	<p>This function is currently undertaken on a joint basis by Board staff where they monitor two (2) Casinos i.e. Century Casino and Sibaya Casino. The other three (3) Casinos i.e. Umfolozi, Suncoast and Golden Horse are being monitored by external monitors i.e. Gobodo Incorporated.</p> <p>Twenty four (24) Monitoring and compliance audits undertaken by the Board staff</p> <p>Thirty Six (36) Monitoring and compliance audits undertaken by the external monitors.</p> <p>Seven (7) Internal Control Standards reviewed and recommended for approval by the Monitoring and Compliance Committee for the six (6) licensees.</p>



Performance Information For Annual Report 2010 / 2011

COMPLIANCE (continued)

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
<ul style="list-style-type: none"> Improve the efficiency and effectiveness of monitoring and compliance in accordance with the Bid Commitments, the applicable gaming legislation and approved Internal Control Standards. 	Manager: Law Enforcement and Compliance	ACEO	March 2010	<p>Four (4) licensees were summoned for Section 86 hearings due to transgressions discovered during compliance audits. This resulted in fines amounting to R228,000.00.</p> <p>Penalties levied on three (3) Route Operators due to late payment and/or underpayment amounted to R260.00</p> <p>Sibaya Casino - The signing of the Head of Departments agreement between Sibaya Casino, Ethekewini Municipality and Department of Health for a donation (CSI Health Care Project) was concluded in March 2011.</p> <p>Golden Horse Casino - Major refurbishment of the gaming floor, food and beverage facilities, conferencing and the hotel during the year.</p> <p>Umfolozi Casino - Major refurbishments of the gaming floor, food and beverage facilities, conferencing and the hotel (launch) in January 2011. The development of the casino establishment commenced on 13 January 2010 and was completed by March 2011.</p> <p>Suncoast Casino - The approval of an application to increase the gaming machines by one-hundred and twenty (120) and gaming tables by fourteen (14) was granted in March 2011.</p>

PROGRAMME 3 : LAW ENFORCEMENT AND COMPLIANCE

Performance Information For Annual Report 2010 / 2011

SUB-PROGRAMME 3 : GAMING CONTROL GAMING CONTROL

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
<ul style="list-style-type: none"> Continuous monitoring of casino operations for regulatory compliance 	Manager: Gaming Control	ACEO	03/2011	<ul style="list-style-type: none"> Twenty-eight (28) inspections conducted for the year at casinos, Random inspections were done at all casinos Systems' integration audits done during system upgrade per casino <p>An acceptable level of compliance is maintained</p>
<ul style="list-style-type: none"> Evaluation, monitoring and implementation of operational change requests <p>Review requests by casinos, ICS</p> <p>Verify database ito LOC/ NRCS</p>	Manager: Gaming Control	ACEO	03/2010	<ul style="list-style-type: none"> All change request submissions served before MCC/Board and were approved as follows: (95) <p>54 gaming machine conversions, 11 Surveillance System Plan amendments, 1 Internal Control Standards amendment, 7 Jobs Compendium & Organogram Changes, 15 Gaming Table changes, including the introduction of Double-Ended Roulette tables, 2 Monitoring and Control Systems upgrades, coinless system introduced, 1 Stationery amendment, 1 Playing Cards change 2 Tournament approvals, 1 Promotional Chips change</p> <p>NB: Additional 200 machines and 17 tables at Sibaya Casino. Coinless System: All Casinos with the exception of Umfolozi Casino. Digital Surveillance System: All Casinos</p>

GAMING CONTROL (continued)



Performance Information For Annual Report 2010 / 2011

KEY STRATEGIC PRIORITIES	RESPONSIBLE	ACCOUNTABLE	FINISH	ACHIEVEMENTS
<ul style="list-style-type: none"> Database Maintenance <p><i>E-Regulation (Natal db)</i></p> <p><i>(Self-exclusions/Bannings/Minors/LOC's)</i></p>	Manager: Gaming Control	ACEO	On-going	<ul style="list-style-type: none"> Database Management using Lotus Notes implemented during the year. The National Gambling Board introduced a national database link for self-exclusions – Lotus Notes <p>Disputes Resolved: 20 Trespassing: 0 Self-Exclusions: 1183 Banned Patrons: 1897 Suspected Minors Removed: 72 Minors Denied Entry: 17306 LOC's approved: 593 Total Machines: 3497 Total Tables: 136</p>
<ul style="list-style-type: none"> Re-certification of Umfolozi Casino <p>Floor configuration</p> <p>Surveillance System Plan amendments</p>	Manager: Gaming Control	ACEO	03/ 2011	<ul style="list-style-type: none"> Surveillance/Gaming Floor configuration completed as well as Phase 3. Permanent privé has been opened as well as the whole of the cash desk area. Casino is now operating fully with all machines and tables as approved. Gaming floor coinless migration finalized during this period.
<ul style="list-style-type: none"> Review of gaming legislation i.r.o Casinos <p>Amend Rules</p>	Manager: Gaming Control	ACEO	03/2011	<p>One workshop held with Gaming and Betting to discuss new regulations.</p> <p>Casino rules amended.</p> <p>To be work-shopped and published for public comment.</p>

Introduction

Auditor General's Report

Report of the Auditor-General to the KwaZulu-Natal provincial legislature on the financial statements and performance information of the Gambling Board for the year ended 31 March 2011

1. I have audited the accompanying financial statements of the KZN Gambling Board, which comprise the statement of financial position as at 31 March 2011, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory information, as set out on pages 43 to 55.

Accounting authority's responsibility for the financial statements

2. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and for such internal control as management determines necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), section 4 of the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the PFMA, my responsibility is to express an opinion on these financial statements based on my audit.

4. I conducted my audit in accordance with International Standards on Auditing and *General Notice No. 1111 of 2010*, issued in *Government Gazette No. 33872 of 15 December 2010*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.



Auditor General's Report

Opinion

7. In my opinion, the financial statements present fairly, in all material respects, the financial position of the KZN Gambling Board as at 31 March 2011, and its financial performance and cash flows for the year then ended in accordance with the SA Standards of GRAP and the requirements of the PFMA.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

8. In accordance with the PAA and in terms of *General Notice No. 1111 of 2010*, issued in *Government Gazette No. 33872 of 15 December 2010*, I include below my findings on the annual performance report as set out on pages 24 to 40 and material non-compliance with laws and regulations applicable to the department.

Predetermined objectives

9. There were no material findings on the annual performance report.

Compliance with laws and regulations

Risk assessment

10. No risk assessment was performed for the year under review for the entity as required by Treasury Regulation 27.2.1.

INTERNAL CONTROL

11. In accordance with the PAA and in terms of *General Notice No. 1111 of 2010*, issued in *Government Gazette No.*

33872 of 15 December 2010, I considered internal control relevant to my audit, but not for the purpose of expressing an opinion on the effectiveness of internal control. Significant deficiencies that resulted in the findings on compliance with laws and regulations are summarised below.

Leadership

12. Management had not exercised oversight responsibility over financial reporting and internal control by ensuring that a risk assessment was conducted for the 2010-11 financial year.



Pietermaritzburg
29 July 2011



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence



Annual Financial Statements

Statement of Financial Position

	Notes	2011 Rands	2010 Rands
ASSETS			
Non-Current Assets		378,722	297,453
Property, Plant And Equipment	2	193,065	212,852
Intangible Assets	3	185,657	84,601
Current Assets		37,684,073	29,887,197
Trade And Other Receivables	4	312,264	398,434
Loans And Deposits		187,526	172,249
Prepayments And Advances		94,023	140,300
Cash And Cash Equivalents	12	37,090,260	29,176,214
Total Assets		38,062,795	30,184,650
FUNDS AND LIABILITIES			
Funds And Reserves			
Accumulated Funds		25,817,471	18,359,010
Current Liabilities		12,245,324	11,825,640
Trade Payables		682,460	637,576
Accruals		233,893	164,084
Receipts In Advance	5	8,152,800	7,981,100
Other Payables	6	1,880,522	1,980,972
Provisions	7	1,295,619	1,061,908
Total Equity And Liabilities		38,062,795	30,184,650



Annual Financial Statements

Statement Of Changes In Net Assets

	2011 Rands	2010 Rands
ACCUMULATED FUNDS		
Balance at the beginning of the year	18,359,010	16,687,361
Adjusting opening accumulated fund with prior year Interest income	-	-
Adjusting opening accumulated fund with prior year LPM income	-	(652,024)
Net surplus for the year	7,458,461	2,323,673
Balance at the end of the year	25,817,471	18,359,010

Statement Of Financial Performance

	Notes	Budget Rands	2011 Rands	2010 Rands
Casino Income		6,718,200	6,059,504	5,210,053
Suppliers, manufacturers, service providers		70,000	111,287	96,550
Interest Income	8	1,000,000	1,572,802	1,669,252
Limited payout machines		6,127,800	4,760,467	4,737,093
Grant income	9	16,356,000	16,356,000	14,147,500
Gross revenue		30,272,000	28,860,059	25,860,448
Other operating Income		3,000	465,220	271
Total Operating income		30,275,000	29,325,279	25,860,719
Administrative expenses		(27,501,000)	(21,115,778)	(22,354,855)
Other operating expenses		(1,061,000)	(751,040)	(1,182,191)
Net surplus for the year	10	1,713,000	7,458,461	2,323,673

Annual Financial Statements

Cash Flow Statement

	Notes	2011 Rands	2010 Rands
Cash Flow From Operating Activities			
Cash Received From Customers, And Government		34,134,476	37,810,765
Cash Paid To Suppliers And Employees		(27,412,616)	(35,841,468)
Cash Utilized By Operations	11	6,721,860	1,969,297
Interest Income		1,572,802	1,669,252
Net Cash Flows From Operating Activities		8,294,662	3,638,549
Cash Flows From Investing Activities			
Additions Of Property, Plant And Equipment		(147,576)	(119,886)
Additions of intangible assets		(233,040)	(63,397)
Net Increase/ (Decrease) In Cash And Equivalents		7,914,046	3,455,266
Cash And Cash Equivalents At The Beginning Of Year		29,176,214	25,720,948
Cash And Cash Equivalents At End Of Year	12	37,090,260	29,176,214



Notes To The Annual Financial Statements

1. SUMMARY OF ACCOUNTING POLICIES

The principal accounting policies of the Board, which are set out below, are consistent in all material respects with those applied in the previous year.

1.1. Basis of preparation

The financial statements are prepared in accordance with Statements of Generally Recognised Accounting Practice (GRAP), and in a manner as required by the Public Finance Management Act (No.1 of 1999 as amended by Act 29 of 1999), as applicable in terms of the guidelines issued by the Office of the Accountant General. The financial statements are prepared on a going concern basis utilising the historical cost concept, except for available-for-sale assets that are stated at fair value.

The preparation of financial statements in conformity with GRAP requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenditure.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

1.2. Government grants

Government grants received relating to expenditure are recognised as income over the periods necessary to match the related costs that they are intended to compensate.

1.3. Revenue

Revenue is recognised when it is probable that economic benefits will flow to the Board and the amount can be measured reliably.

Revenue from license fees is recognised on an accrual basis in accordance with the term of the license agreement.

Interest income is accrued on a time proportion basis, taking into account the principal amount and the effective interest rate.

Notes To The Annual Financial Statements

1.4. Financial instruments

Financial assets and liabilities are recognised when the Board becomes party to the contractual provisions of the financial instrument.

Trade receivables are stated at amortised cost, net of estimates for irrecoverable amounts. These types of financial instruments arise out of the ordinary course of the Board's activities through charging customers for legislated fees as well as recovery of costs based on the work performed.

Trade payables are stated at amortised cost that is considered a reasonable approximation of the fair value thereof.

1.4.1. Credit Risk

Trade receivables are susceptible to credit risk, however this is adequately minimised as the charges are legislated and the course of recovery is adequately provided for in the legislation. There has been no substantial change in this risk from the previous period.

1.4.2. Liquidity Risk

The Board has sufficient funds and adequate funding sources to service its financial liabilities.

1.5. Property, plant and equipment

Items of property, plant and equipment are stated at cost less accumulated depreciation, and applicable impairment losses. Cost includes all costs directly attributable to bringing the assets to working condition for their intended use. The depreciable amount is the cost less the residual value of the item of property, plant and equipment. The assets useful lives are reviewed and adjusted if appropriate, at each balance sheet date.

Depreciation is recorded as a charge so as to write off the depreciable amounts of the assets over their expected useful lives, using the straight-line method on the following basis:

- Computers 3 years
- Office equipment 5 years
- Motor vehicles 4 years
- Furniture and Fittings 6 years



Notes To The Annual Financial Statements

Gains and losses on disposals are determined by comparing proceeds with carrying amount and are included in statement of financial performance. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

Subsequent costs are included in the assets carrying amount or recognised as a separate asset, only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of financial performance during the financial period in which they are incurred.

1.6. Intangible Assets

Intangible assets are stated at cost less accumulated amortisations, and applicable impairment losses. These assets are amortised over a definite useful life on a straight-line basis

- Software 3 years

1.7. Provisions

Provisions are recognised when the Board has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made. Employee entitlements to annual leave and annual bonuses are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave and annual bonuses as a result of services rendered by employees up to the balance sheet date.

1.8. Operating leases

Operating leases arise when assets are leased by the Board under which the lessor effectively retains all the risks and benefits of ownership. Payments made under operating leases are charged to the statement of financial performance on a straight-line basis over the period of the lease.

1.9. Cash and cash equivalents

Cash and cash equivalents are carried at fair value. For the purposes of the cash flow statements cash and cash equivalents comprise cash on hand and deposits held at call with banks.



Notes To The Annual Financial Statements

1.10. Post retirement benefits

The Board operates a defined contribution provident fund, the assets of which are held in a separate trustee administered fund, to provide for these costs. All employees of the Board are entitled to membership of the plan, which is governed by the Pension Funds Act of 1956.

Contributions are based on a percentage of the payroll and charged to the statement of financial performance in the year to which they relate.

1.11. Post-retirement obligations

The Board has no obligation to fund post retirement medical benefits.

1.12. Comparative Figures

Where necessary comparative figures have been adjusted to conform to changes in presentation in the current year.



Notes To The Annual Financial Statements

2 Property, Plant and Equipment

Year ended 31 March 2011	Computers	Office Equipment (Rands)	Furniture & Fittings (Rands)	Motor Vehicles (Rands)	Total (Rands)
Beginning of the Year					
Cost	2,764,287	263,151	314,942	187,654	3,510,034
Accumulated Depreciation	2,634,602	205,988	288,940	187,654	3,317,183
Net book value at 1 April 2010	129,685	57,163	26,002	-	212,851
Current year movements					
Additions	62,890	8,660	76,028	-	136,934
Depreciation	93,118	20,192	54,053	-	167,363
Disposals	-	-	-	-	-
Net book value at 31 March 2011	99,457	45,632	47,977	-	193,065
Net Book value is made up as follows:					
Cost	2,827,177	271,812	390,970	187,654	3,677,612
Accumulated depreciation	2,727,720	226,180	342,993	187,654	3,484,547
Net book value at 31 March 2011	99,457	45,632	47,977	-	193,065
Year ended 31 March 2010					
Beginning of the Year					
Cost	2,687,519	235,707	299,194	187,654	3,410,146
Adjusting opening balance				3	3
Accumulated Depreciation	1,992,873	191,679	249,380	148,556	2,582,488
Net book value at 1 April 2009	694,718	44,028	49,814	39,095	827,658
Current year movements					
Additions	76,696	27,445	15,746	-	119,887
Depreciation	641,729	14,310	39,559	39,095	734,693
Disposals	-	-	-	-	-
Net book value at 31 March 2010	129,685	57,163	26,001	-	212,852
Net Book value is made up as follows:					
Cost	2,764,287	263,152	314,940	187,654	3,530,033
Accumulated depreciation	2,634,602	205,989	288,939	187,654	3,317,184
Net book value at 31 March 2010	129,685	57,163	26,001	-	212,849

Notes To The Annual Financial Statements

3 Intangible assets

Intangible assets	2011 Rands	2010 Rands
Software		
Cost at beginning of the year	388,738	325,341
Accumulated amortization	304,137	259,438
Additions	233,040	63,397
Current year amortization	131,984	44,699
Carrying amount at the end of the year	185,657	84,601

4 Trade and other receivables

All trade and other receivables are expected to be recovered in the ordinary course of business (R398,434)

5 Receipts in advance

These represent monies received from licensees in terms of the KwaZulu-Natal Gambling Act in respect of the forthcoming year (R7,981,100)

6 Other Payables

Other Payables	2011 Rands	2010 Rands
Other payables comprise of the following	1,880,552	1,980,972
Customer Credit balances		

Customer credit balances are due to deposits in respect of work currently being performed by the Board. The amounts will be cleared at the finalisation of the work performed and any monies due will be refunded to the customers.

7 Provisions

Provisions	Leave Pay Rands	Bonus Rands	2011 Total Rands	2010 Total Rands
Opening balance at the beginning of the year	343,038	701,176	1,044,214	1,047,944
Provisions utilised during the year	(98,731)	-	(987,313)	(83,473)
Unused amounts reversed	(244,307)	(701,176)	(945,483)	(964,471)
Additional provisions	556,877	738,742	1,295,619	1,044,213
Closing balance at the end of the year	556,877	738,742	1,295,619	1,044,213

The leave pay provision relates to vesting leave pay to which employees may become entitled upon leaving the employment of the Board. The provision arises as employees render a service that increases their entitlement to future compensated leave and is calculated based on an employee's total cost of employment. The provision is utilised when employees become entitled to and are paid for the accumulated leave pay or utilise compensated leave due to them.

The bonus provision consists of a 13th Cheque. The bonus is determined by dividing the basic salary into 13 components. If any employee leaves prior to the date of payment of bonuses, they are entitled to a pro-rata bonus payment.

8 Interest income

Interest income comprises of	2011 Rands	2010 Rands
Interest on bank deposits	1,572,802	1,669,252
Total	1,572,802	1,669,252



Notes To The Annual Financial Statements

9 Related Party

Related Party	2011 Rands	2010 Rands
Office of the Premier – Operational Gant	16,356,000	14,147,500

The Grant Income was adjusted for the saving of R1,280,500 as a result of the cost cutting exercise implemented by the Provincial Government.

10 The Net surplus for the year is stated after:

10.1 Auditors Remunerations

Auditors Remunerations	2011 Budget	2011 Rands	2010 Rands
Statutory audit	477,000	417,613	567,914
Total		417,613	567,914

10.2 Depreciation

Depreciation	2011 Budget	2011 Total Rands	2010 Total Rands
Computers and Software		225,102	686,429
Office equipment		20,192	14,310
Furniture and fittings		54,053	39,559
Motor vehicles		-	39,095
Total	300,000	299,347	779,392

10.3 Rentals in respect of operating lease payments

Rentals in respect of operating lease payments	2011 Budget	2011 Total Rands	2010 Total Rands
Commitment under operating lease	159,000	149,695	101,739

Operating lease charges are in respect of office equipment whose long-term leases have expired and are now rented on a month-to-month basis.

10.4 Staff costs

Staff Costs	2011 Budget	2011 Total Rands	2010 Total Rands
Included in staff costs are:	17,718,000	14,014,362	15,020,950
Defined contribution plan expense		2,292,511	2,024,819

10.5 Fees for services

Services	2011 Total Rands	2010 Total Rands
Professional services	-	574,551
Managerial - Acting Chief Executive Officer*	238,380	1,213,086
Technical	349,898	1,123,032

* refer to note 14

10.6 Audit committee members fees

Fees	2011 Total Rands	2010 Total Rands
Audit committee members fees	18,555	11,213



Notes To The Annual Financial Statements

10.7 Amortisation

Amortisation	2011 Total Rands	2010 Total Rands
Software	131,984	44,699

10.8 Sponsorships for the Golf Day event

The following sponsorships were received for the Board's 11th year anniversary golf day.

Sponsor	2011 Total Rands	2010 Total Rands
Vukani Gaming	-	5,975
Century Casino	-	4,760
Zonke Monitoring Systems	-	4,760
Tusk Umfolozi Casino	-	4,760
Suncoast Casino	-	7,020
Bingo Vision	-	4,760
Thuo Gaming	-	4,760
The Goldern Horse Casino	-	4,760
Sibaya Casino	-	7,020
AGI Africa	-	4,760
IGT	-	4,760
Totals	-	58,095

10.9 Board members remuneration

Represented as follows:

Board Member	Fees Rands	Allowances Rands	2011 Total Rands	2010 Total Rands
Mr AH Trikamjee (chairman)	116,200	11,459	127,659	172,055
Prof BS Stobie	130,350	32,222	162,572	173,414
Mrs ND Shabalala	144,450	15,712	160,162	151,607
Prof IE Konyyn	154,350	25,007	179,357	133,337
Mr VT Xaba	170,100	38,386	208,486	162,806
	715,450	122,786	838,236	793,219
Local Travel			42,099	42,891
Overseas Travel			314,553	411,341
Skills Development Levy			7,155	7,080
			1,202,043	1,254,513



Notes To The Annual Financial Statements

11 Cash Utilized By Operations

Reconciliation of cash utilized by operations:

	2011 Total Rands	2010 Total Rands
Net surplus for the year	7,458,461	2,323,673
Adjusted for:		
Interest Income	(1,572,802)	(1,669,252)
(Decrease)/increase in provisions	233,712	13,963
Depreciation and amortisation	299,347	779,392
LPM income received in the current year, relating to prior year	-	(652,024)
Adjusted for movements in working capital	303,143	1,173,546
(Increase)/ Decrease in accounts receivable	117,170	(418,181)
(Decrease)/increase in accounts payable	185,973	1,591,727
Cash utilized by operations	6,721,860	1,969,298

12 Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand and balances with banks. Cash and cash equivalents included in the statement of cash flows comprise the following amounts in the statement of financial position:

	2011 Total Rands	2010 Total Rands
Cash on hand and balance with banks	37,090,260	29,176,214

13 Retirement Benefit Obligations

The Board operates a defined contribution retirement benefit plan for all qualifying employees. The assets of the scheme are held in umbrella funds administered by Liberty Corporate Benefits under the control of trustees, separately from those of the Board. Scheme assets primarily consist of listed shares, property unit trusts, and fixed income securities. Where there are employees who leave the scheme prior to vesting fully in the contributions, the contributions payable by the Board are reduced by the amount of forfeited contributions.

The total costs of R 2,292,511 (2010: R 2,024,819) represents contributions payable to the scheme by the Board according to the rates specified in the rules of the scheme. As at 31 March 2011, all contributions due in respect of the current reporting period had been paid over to the scheme.



Notes To The Annual Financial Statements

14 Senior Management Remuneration

	Salary/ Fee	Expenses	13th Cheque	Contributions	Total
NS Mutheiwana* Acting Chief Executive Officer	238,380	-	-	-	238,380
S Gcabashe Acting Chief Financial Officer	568,352	37,840	23,299	46,188	675,679
M Madondo ** Manager: Legal	359,554	-	-	40,072	399,626
J Stretch*** Manager: Legal	341,032	20,066	27,832	34,368	423,298
LB Mjadu Manager: Corporate Services	630,751	15,011	44,075	69,087	758,923
BE Radebe Manager: Investigations & Licensing	625,276	53,299	39,176	66,947	784,697
RS Goodayle Acting Manager: Compliance - Law Enforcement	547,021	57,830	29,625	52,509	686,985
AS Tshabalala** Acting Manager: Compliance - Gaming Control	344,340	37,218	-	30,013	411,571
TOTAL	3,654,705	221,264	164,007	339,184	4,379,159

* Seconded from the Office of The Premier in April 2010

** Resigned in October 2010

*** Appointed acting manager from October 2010

15 Disclosure

At the date of signing the financial statements, the KwaZulu-Natal Gaming and Betting Board had not yet been appointed.

15.2 Contingent Liability

The KwaZulu-Natal Gambling Board is being sued for a declaratory order, by a company, Derivco, which conducts activities that the Board regards as requiring a licence or registration. The Board awaits trial dates.

2011	2010
R 150,000	-

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