GAMBLING AUTHORITY

ANNUAL INTEGRATED REPORT 2022/23



MOTSHAMEKO O PHEPA

A re chencheng!

#BWmindsetchange



*"Government is currently implementing an extensive gambling licensing plan, balanced with a robust responsible gambling campaign. The plan is expected to create an estimated **2,979** direct jobs."*

His Excellency, President Dr Mokgweetsi E. K. Masisi, spoke at the IAGR Botswana 2023 conference in Gaborone (October 2023), which had a record-breaking attendance in the 30-year history of the organization. The conference welcomed 275 delegates from 30 countries across all continents, including 20 speakers from the gambling industry.



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Report Submission Letter to the **Honourable Minister**

Hon. Mmusi Kgafela (M.P)
Minister of Trade and Industry
Private Bag 004
Gaborone

Dear Hon. Minister,

Submission of the Gambling Authority Annual Integrated Report 2023

We are pleased to submit the Gambling Authority (the "Authority") Annual Integrated Report in accordance with Section 31 of the Gambling Act, 2012 (the "Act").

The report covers the Authority's performance for the financial year 2022/2023 and highlights both our financial and non-financial reporting matters. It also includes the Responsible Gambling Report as required by Section 113 of the Act.

Yours Sincerely

Mr. Marvin Thokozani Torto
Board Chairperson

Emolemo Peter Kesitilwe
Acting Chief Executive Officer



Abbreviations / Acronyms

AML	Anti-Money Laundering
ARCO	Audit and Risk Committee
BAOA	Botswana Accountancy Oversight Authority
B2B	Business-to-business
B2C	Business-to-customer
BAC	Bid Adjudication Charter
BEC	Bid Evaluation Charter
BICA	Botswana Institute of Chartered Accountants
BoBS	Botswana Bureau of Standards
BPS	Botswana Police Service
CAGR	Compound Annual Growth Rate
CBD	Central Business District
CDD	Customer Due Diligence
CIA	Certified Internal Auditor
CIMA	Chartered Institute of Management Accountants
CIPA	Companies and Intellectual Property Authority
CFT	Combating the Financing of Terrorism
CPF	Counter Proliferation Financing
CSI	Corporate Social Investment
DCEC	Directorate on Corruption and Economic Crime
DNFBP	Designated Non-Financial Businesses and Professions
EDMS	Electronic Document Management System
EGM	Electronic Gaming Machine
EGP&R	Excessive Gambling Prevention and Rehabilitation
ERM	Enterprise-wide Risk Management
ERTP	Economic Recovery and Transformation Plan
FATF	Financial Action Task Force
FC	Financial Capital
FI	Financial Institutions
FIA	Financial Intelligence Agency
F&KIBS	Finance and Knowledge Intensive Business Services
FY	Financial/ Fiscal Year
GA	Gambling Authority
G&SC	Governance and Safety Capital
GDP	Gross Domestic Product
GGR	Gross Gambling Revenue
HC	Human Capital
HR	Human Resources
IABC	International Association of Business Communicators
IAGR	International Association of Gaming Regulators
IIA	Institute of Internal Auditors
IoDSA	Institute of Directors Southern Africa
IR	Integrated Reporting
<IR>	Integrated Reporting Framework
IRM-UK	Institute of Risk Management - United Kingdom
IT	Information Technology
ICT	Information Communication Technology
IFRS	International Financial Reporting Standards
IIRC	International Integrated Reporting Council
KYC	Know Your Customer
LLB	Bachelor of Laws
MTI	Ministry Of Trade and Industry
MoU	Memorandum of Understanding
N/A	Not Applicable
NDP	National Development Plan
NGO	Non- Governmental Organisation
NLDF	National Lottery Distribution Fund
NSO	National Strategy Office
OECD	Organization for Economic Cooperation and Development
PEEPA	Public Enterprises Evaluation and Privatisation Agency
PFMA	Public Finance Management Act
PMS	Performance Management System
(PTY) LTD	Proprietary Limited
REGCO	Regulatory Committee
RFA	Request for Applications
RFAC	Risk, Finance and Audit Committee
SaaS	Software as a Service
SDC	Service Delivery Capital
SOE	State Owned Enterprise
SPESCO	Strategies, Policies. Ethics and Social Committee
SRC	Stakeholders Relationship Capital
STM	Suspicious Transaction Monitoring
OC	Organisational Capital
TOR	Terms of Reference
UN	United Nations
VOIP	Voice Over Internet Protxol
UK	United Kingdom

About the Gambling Authority

Welcome to our Integrated Report for the year ended 31 March 2023.

Our Intergrated Report (IR) is our opportunity to share our strategic progress and plans as we work to transform our business to create the Gambling Authority of tomorrow.

WHO WE ARE

The Gambling Authority is a body corporate that has been established in terms of the **Gambling Act No. 7 of 2012.** The Authority is charged with regulating the gambling industry in Botswana.

The **Gambling Act, 2012** commenced fully on 1st April 2016, thus enabling the Gambling Authority to resume its regulatory function. Prior to April 2016, the gambling industry in Botswana was regulated under the Casino and Lotteries and Betting Acts.

Integrated Reporting Framework

The International Integrated Reporting Framework is a tool that is intended to speed up the global adoption of integrated reporting. This is done with the following goals in mind:

- Enhance the level of information that is accessible to those who offer financial capital in order to facilitate a more effective and fruitful allocation of said resources.
- Encourage a method of corporate reporting that is more integrated and effective, one that makes use of the various types of reporting available and conveys the whole list of elements that materially impact an organization's capacity to produce value over the course of time.
- Enhance accountability and stewardship for the broad base of capitals (financial, manufactured, intellectual, human, social and relationship, and natural) and encourage understanding of their interdependencies.
- Foster integrated thinking, decision-making, and action focused on value generation over the short, medium, and long terms.

https://www.integratedreporting.org/resource/international-ir-framework/

Our Vision

A diversified, compliant and safe gambling industry.

Our Mission

To effectively regulate the gambling industry and promote responsible gambling.

Our Values

- Transparency
- Integrity
- Innovation



Our Brand

THE LOGO

GAMBLING AUTHORITY

The Authority reserves the right to build and enhance its brand identity or corporate image. We have therefore built brand symbols to visually represent the Authority. The brand seeks to bring balance within its operational structure as a regulatory body. The infinity symbol represents a balance, with the two parallel lines balancing each other out. The Authority's responsibility is to ensure both a fair and balanced approach and outcome for all licensed brands associated with it, along with the community within which it operates.

The Infinity Loop (our symbol) is a mathematical representation of the industry's continuity. It is self-perpetuating and thus sustainable, a key value of the GA. Finding the balance is a key responsibility of the Authority as a regulator. This should capture gambling in all its facets, both as a dangerously addictive form of recreation with numerous positive outcomes in terms of monetary and socio-economic benefits.

Our Logo Explained



A tick or check mark
A check mark or tick is a symbol used to indicate affirmation or verification. It represents the concept of "yes" or "this has been verified."



A cross or X mark
An x mark (also known as a cross, x, ex, mark or Into mark) is a mark used to indicate the concept of negation (for example "no, this has not been verified").



An infinity loop
Limitless or endless in space, extent, or size; impossible to measure or calculate. The infinity loop also represents a perfect self perpetuating balance.

Figure. 1

General information

Postal Address
Chief Executive Officer
Private Bag BR161
Gaborone

Physical Address
Plot 70667
West Wing
Fairscape Precinct
Fairgrounds Office Park
Gaborone

Telephone
+267 395 7672

Email
General Enquiries:
info@gamblingauthority.co.bw
Responsible Gambling
responsible@gamblingauthority.co.bw
Feedback:
feedback@gamblingauthority.co.bw

Website
www.gamblingauthority.co.bw

Facebook
Botswana Gambling Authority

Twitter
@GamblingBW

Instagram
@gambling authority

LinkedIn
Botswana Gambling Authority

Gambling Authority Has Zero Tolerance For Corruption
Toll Free: Orange: 1144 Mascom: 71119603 BTC: 0800600644
Email: gamblingauthority@tip-offs.com
Website: www.tip-offs.com

Chairperson's Statement

I am honoured to present the Chairperson's statement on the Gambling Authority's Annual Integrated Report for the fiscal year 2022/23. This report reflects the collective efforts and achievements of our dedicated team and stakeholders in regulating and overseeing the gambling industry within our jurisdiction.

The past year has presented numerous challenges. Despite these challenges, our commitment to ensuring a fair, transparent, and responsible gambling environment has remained unwavering.

Key Highlights

1. **Regulatory Framework Enhancement:** We have continued to strengthen our regulatory framework to ensure that it aligns with the evolving landscape of the gambling industry. This includes updating licensing requirements, conducting thorough background checks on operators, and revising responsible gambling guidelines to promote a safer gambling environment.

2. **Consumer Protection:** Our top priority remains the protection of consumers. We have taken several steps to enhance consumer protection measures, including monitoring advertising practices, implementing evidence based self-exclusion processes, and collaborating with industry stakeholders to promote responsible gambling behavior.

3. **Financial Stability:** The gambling industry plays a significant role in generating revenue for both the government and the industry itself. Despite the challenges, we have worked closely with operators to ensure the financial stability of the sector and supporting economic recovery.

4. **Compliance and Enforcement:** We have maintained a strong focus on compliance and enforcement. Our enforcement actions against non-compliant operators have sent a clear message that we will not tolerate any breaches of our regulations. This has contributed to a more trustworthy and transparent industry.

5. **Education and Awareness:** We continue to invest in public education and awareness campaigns to ensure that consumers are well-informed about the risks and benefits of gambling. These efforts aim to empower individuals to make responsible choices when engaging in gambling activities.

Challenges

While we have made significant progress, we acknowledge that challenges persist. These challenges include:

1. **Emerging Technologies:** The rapid advancement of technology has brought new forms of gambling, such as online casinos and sports betting platforms. We must adapt to these changes while maintaining effective regulation.

Chairperson's Statement

2. **Problem Gambling:** Addressing the issue of problem gambling remains a priority. We are committed to providing support and treatment options for individuals struggling with compulsive gambling disorders.

3. **Illegal Gambling:** The growth of illegal gambling activities poses a threat to the integrity of the industry. We will continue to collaborate with law enforcement agencies to combat these activities.

Conclusion: In conclusion, the Gambling Authority remains committed to its mission of ensuring the integrity, fairness, and safety of the gambling industry. We appreciate the hard work and dedication of our staff, as well as the cooperation of our industry partners and stakeholders. Together, we will continue to evolve and adapt to the changing landscape of the gambling sector, always with the best interests of consumers and the industry in mind.

"Thank you for your continued support, and we look forward to another year of progress and success in fulfilling our regulatory responsibilities."



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Mr. Marvin Thokozani Torto
Board Chairperson



Acting Chief Executive Officer's Statement

Welcome to the Annual Integrated Report of the Gambling Authority for the fiscal year 2022/23. In this report, we present a comprehensive overview of our organization's performance, achievements, and strategic initiatives over the past year.

As we take a moment to reflect on the challenges and opportunities that have shaped our journey, we are pleased to offer our stakeholders a transparent and candid assessment of our progress.

Navigating a dynamic business landscape in the year 2022/2023, marked by significant advancements, events, and challenges, was no small feat. Our resilience shines through, even in the face of industry-planned transformation. Despite these obstacles, our commitment to positively contributing to the safe and sustainable socio-economic growth of the country remains unwavering.

> "This report not only encapsulates our financial performance but also underscores our dedication to sustainability, innovation, and our steadfast commitment to delivering value to all stakeholders, including players, industry employees, and the communities within our licensing scope."

Within the following pages, you will find a review of our financial performance, operational highlights, key milestones, and an exploration of our strategic priorities going into the next phase of our strategic journey, 2023-2028.

Our successes are a testament to the collaborative efforts of our exceptionally talented team, the support of our valued Board of Directors, the Ministry of Trade and Industry Leadership, and the loyalty of our stakeholders. To each of these groups, we extend our sincere gratitude.

A special acknowledgment goes to our shareholder, the Government of Botswana, through the Ministry of Trade and Industry, for their unwavering support. As we anticipate the promise of exciting new opportunities and embrace new challenges in the coming year, we express our gratitude and invite you to delve into this report. Join us on the journey toward excellence and sustained growth.

Your continued faith in the Gambling Authority is truly appreciated, and we look forward to another year of progress together. Indeed, Motshameko o Phepa (Let there be fair play)!



Mr. Emolemo Peter Kesitilwe
Acting Chief Executive Officer

Acting Chief Executive Officer's Statement

"Our resilience shines through, even in the face of industry-planned transformation."



Legislative Mandate

In discharging its mandate, the Authority has an obligation to comply with the following laws amongst others:

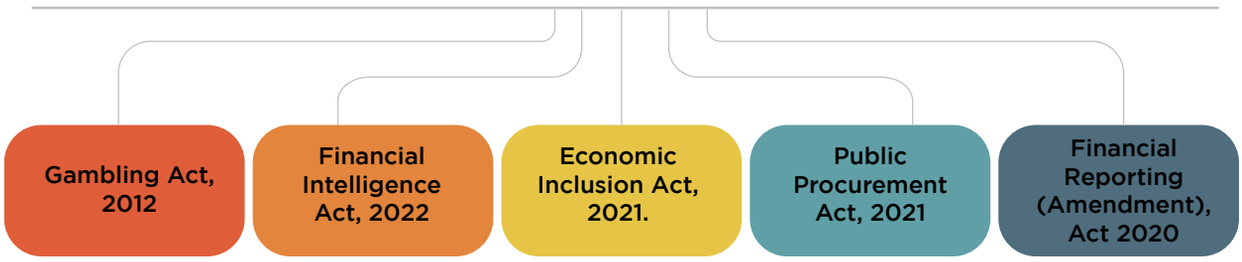


Figure. 2

The Gambling Act empowers the Authority to regulate the gambling industry in Botswana and its functions include:

- Defining the areas in which gambling entities may be established and operated.
- To receive and consider applications for licenses, to verify information contained in applications, and to issue, refuse, suspend, or revoke licenses.
- To receive and consider license transfers.
- To ensure that such sums of money as may be due by licensees are duly paid and accounted for.
- To ensure licensees maintain the gambling establishments in respect of which they are licensed, to the standards set out.
- Inspection of gambling establishments to ascertain that the terms and conditions of a license are being observed.
- Ensure a safe gambling industry by promoting responsible gambling.

The Gambling Act, 2012: http://gamblingauthority.co.bw/wp-content/uploads/2016/07/gamblingAct.pdf

Furthermore, the Authority is mandated to issue the following specific gambling Licenses:

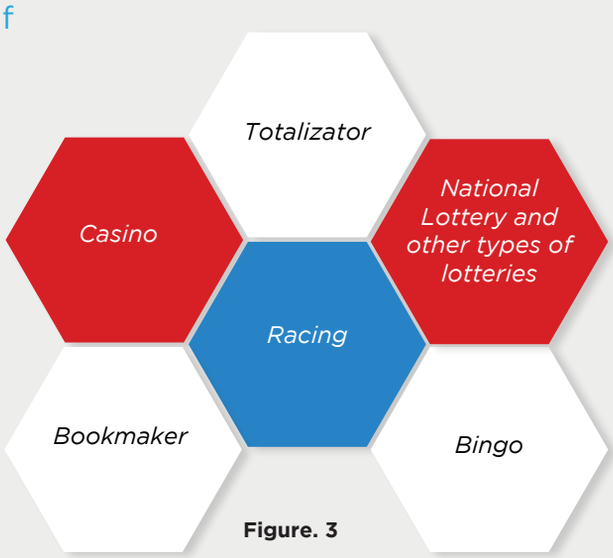


Figure. 3

Policy Mandate

The Authority subscribes to and is bound by the following policies amongst others:

- Gaming and Gambling Policy for Botswana, 2002;
- National Youth Policy, 2010;
- National Policy on Care for People with Disabilities;
- Economic Diversification Drive Directive;
- BWP 10 Million Reservation Directive for citizens; and the
- Tourism Policy, 2021;
- Nation Health Policy.



"The only difference between a winner and a loser is character."

– Nick The Greek

Basis of Preparation

Outline of Our Story

The below visual representation illustrates the range of subjects addressed in the current year's report.



Figure. 4

The drafting and arrangement of these sections were conducted in compliance with the International Integrated Reporting requirements. These requirements guarantee that stakeholders are provided with precise and comprehensive information pertaining to both the monetary and non-monetary facets of the Authority.

Our dedication to our mission, strategy, objectives, and business model, along with our efficient utilisation of our capitals can be found in our Integrated Report. This report outlines the endeavors undertaken to generate sustainable value for our stakeholders and the citizens of Botswana.

It is believed that our approach to reporting will provide stakeholders with a comprehensive overview of the value generated for them since it aligns with globally recognised standards and practices.

About the Integrated Report

Welcome to the Integrated Annual Report, a comprehensive reflection of our organisation's achievements, challenges, and growth over the past year. We are honoured to present this report, which serves as a testament to the dedication and collaborative efforts of our board members, executive team, staff, and stakeholders.

In the following pages, you will find an overview of the significant milestones we've reached, the strategic decisions that have shaped our direction, and the impactful initiatives that have propelled us towards our mission. This report not only celebrates our accomplishments but also underscores our commitment to transparency and accountability.

As we look ahead, our vision remains steadfast, and our commitment to excellence remains unwavering. n the coming year, we will continue to focus on driving innovation, enhancing customer experience, and optimizing operations. With a solid foundation and a forward-looking strategy, we are well-positioned to seize opportunities and drive sustainable growth.

I invite you to delve into the pages that follow, which provide a comprehensive overview of our organisation's journey through the past year. Thank you for your continued trust and support as we strive to create a brighter future together.

Sincerely,





Mr Marvin Thokozani Torto
Board Chairperson

Mr Emolemo Peter Kesitilwe
Acting Chief Executive Officer

Gambling Authority's Response to the IIRC's Framework Objectives



There is a shift from shareholder value to stakeholder value-centric models; therefore, financial statements alone are not sufficient as a reporting tool. Stakeholders and investors look beyond the balance sheet to determine an organization's sustainability. This has necessitated integrated thinking and integrated reporting. Integrated thinking looks at how functions operate to create value to impact all stakeholders, while integrated reporting provides concise communication about an organization's strategy, governance, and prospects in the context of its external environment. The aim is to demonstrate the creation of value over the short, medium, and long term.

Therefore, the IIRC's long-term vision is a world in which integrated thinking is embedded within mainstream business practice in both public and private sectors, facillitated by integrated reporting as the corporate reporting norm. The cycle of integrated reporting and thinking results in efficient and productive capital allocation, acting as a force for financial stability and sustainable development.

The following are integrated reporting objectives and how the Gambling Authority responds to their realization:

OBJECTIVES	GAMBLING AUTHORITY'S RESPONSE
Improve the quality of Information available to providers of financial capital to enable a more efficient and productive allocation of capital.	Since adopting integrated reporting in 2019, Gambling Authority has continued to raise the bar for reporting by embracing cutting-edge practices in global corporate governance and transparency.
Promote a more cohesive and efficient approach to corporate reporting that draws on different reporting standards and communicates the full range of factors that materially affect the ability of an organization to create value over time.	The report identifies and defines the material matters that need to be addressed.
Enhance accountability and stewardship for the broad base of capitals (financial, manufactured, intellectual, human, social and relationship, and natural) and promote understanding of their interdependencies.	This report demonstrates our business model; we have highlighted the interdependencies in our capitals, and these will be monitored going forward into the future.
Support integrated thinking, decision making, and actions that focus on the creation of value over the short, medium and long term.	This is an ongoing project, and our goal is to report on this component in a manner that is clearer and more concise as time goes on.
To explain to stakeholders how an organisation creates value over time.	We intend to demonstrate how we produce value by reporting on our progress on a regular basis. The Authority publishes reports on the status of its operations every 12 months, in line with the Gambling Act, Section 13



Luck is what happens when preparation meets opportunity."

SENECA



Governance

Board of Directors



MR. MARVIN THOKOZANI TORTO

Board – Chairperson

- *Regulatory Committee (REGco) - Chairperson*
- *Strategy, Policies, Ethics and Social Committee (SPESco)*

Mr. Torto is the Managing Partner at Salbany & Torto Attorneys. He holds a Bachelor of Laws Degree from the University of Botswana.



MS ITUMELENG MAREKO

Board (Vice Chairperson)

- *Audit and Risk Committee (ARco) - Chairperson*
- *Regulatory Committee (REGco) (now Regulatory Training and Localisation Committee)*

Ms. Mareko is the Director of Finance and Banking at the Ministry of Finance. She holds a Master of Commerce in Accounting and Finance from Macquarie University in Sidney, Australia and a Bachelor of Arts Degree in Economics and Accounting from the University of Botswana.

Board of Directors



MS. BRIDGET LORATO MPHUSU

Board Member

- *Excessive Gambling Prevention and Rehabilitation Committee (EGPRco) – Chairperson*
- *Regulatory Committee (REGco) (now Regulatory Training and Localisation Committee)*
- *Strategy, Policies, Ethics and Social Committee (SPESco)*

Ms. Mphusu is the Chief Executive Officer and Chief of the Party of Botswana Christian Health and AIDS Intervention Programme (BOCHAIP). She holds a Master of Arts in Counselling from Dallas Baptist University in Texas, USA, and a Bachelor of Social Sciences and Social Services Degree in Counselling Psychology from the University of South Africa.



MS. MARY NGWENYA

Board Member

- *Regulatory Committee (REGco) (now Regulatory Training and Localisation Committee)*
- *Strategy, Policies, Ethics and Social Committee (SPESco)*
- *Excessive Gambling Prevention and Rehabilitation Committee (EGPRco)*

Ms. Ngwenya previously held the position of Head of Policies and Programmes and Acting Director of Tourism, Department of Tourism in the Ministry of Environment and Tourism. She holds a Master of Science in Strategic Management from the University of Derby, UK, a Master of Social Science in Tourism Policy and Management from the University of Birmingham, UK and a Bachelor of Arts Degree in Economics and Statistics from the University of Botswana.

Board of Directors



MR. KEBONYEMODISA OOKE

Board Member

- *Strategy Policies Ethics and Social Committee (SPESco)*
- *Regulatory Training and Localisation Committee (REGco)- Chairperson*
- *Excessive Gambling Prevention and Rehabilitation Committee (EGPRco)*

Mr. Ooke is the Acting Director in the Department of Town and Country Planning at the Ministry of Lands and Water Affairs. He holds a Bachelor of Arts Degree in Urban and Regional Planning from the University of Botswana and a Senior Management Development Programme from the University of Stellenbosch Business School, South Africa.



MS BOTLHALE EUNICE S RADITHUPA

Board Member

- *Strategy and Resources Committee (STRATco)*
- *Regulatory Training and Localisation Committee (REGco)*

Ms. Radithupa previously held the position of Assistant Manager, Strategy at the Ministry of Trade and Industry. She holds a Post Graduate Certificate in Strategic Planning from Heriot-Watt University, UK and a Bachelor of Science Degree in Human Resources and Family Science from the University of Nebraska, USA. Furthermore, she is a Certified Balanced Scorecard Master Professional.

Board of Directors



DR TEBOGO B. SEBEELO

Board Member

- *Strategy Policies Ethics and Social Committee (SPESco)*
- *Audit and Risk Committee (ARco)*
- *Strategy and Resources Committee (STRATco) – Chairperson*

Dr. Sebeelo is a Lecturer of Sociology at the University of Botswana. He holds a Doctor of Philosophy in Medical Sociology and a Master of Arts both from the University of Miami in Florida, USA. He also holds a Master of Science in Strategic Management from the University of Derby, UK. Furthermore, he holds a Post Graduate Diploma in Monitoring and Evaluation from the University of Stellenbosch, South Africa and a Bachelor of Arts Degree in Environmental Science and Sociology from the University of Botswana.



MR GAOAKANYE TAPENG

Board Member

- *Strategy and Resources Committee (STRATco)*
- *Excessive Gambling Prevention and Rehabilitation Committee (EGPRco)*

Mr. Tapeng is the Director of the Department of Research and Policy Development at the Ministry of Trade and Industry. He holds a Master of Economics and Social Studies in Development Management and a Bachelor of Arts Degree in Economics and Environmental Science both from the University of Wales in Swansea, as well as a Master of Project Management from the University of Botswana.

Co-Opted Committee Members



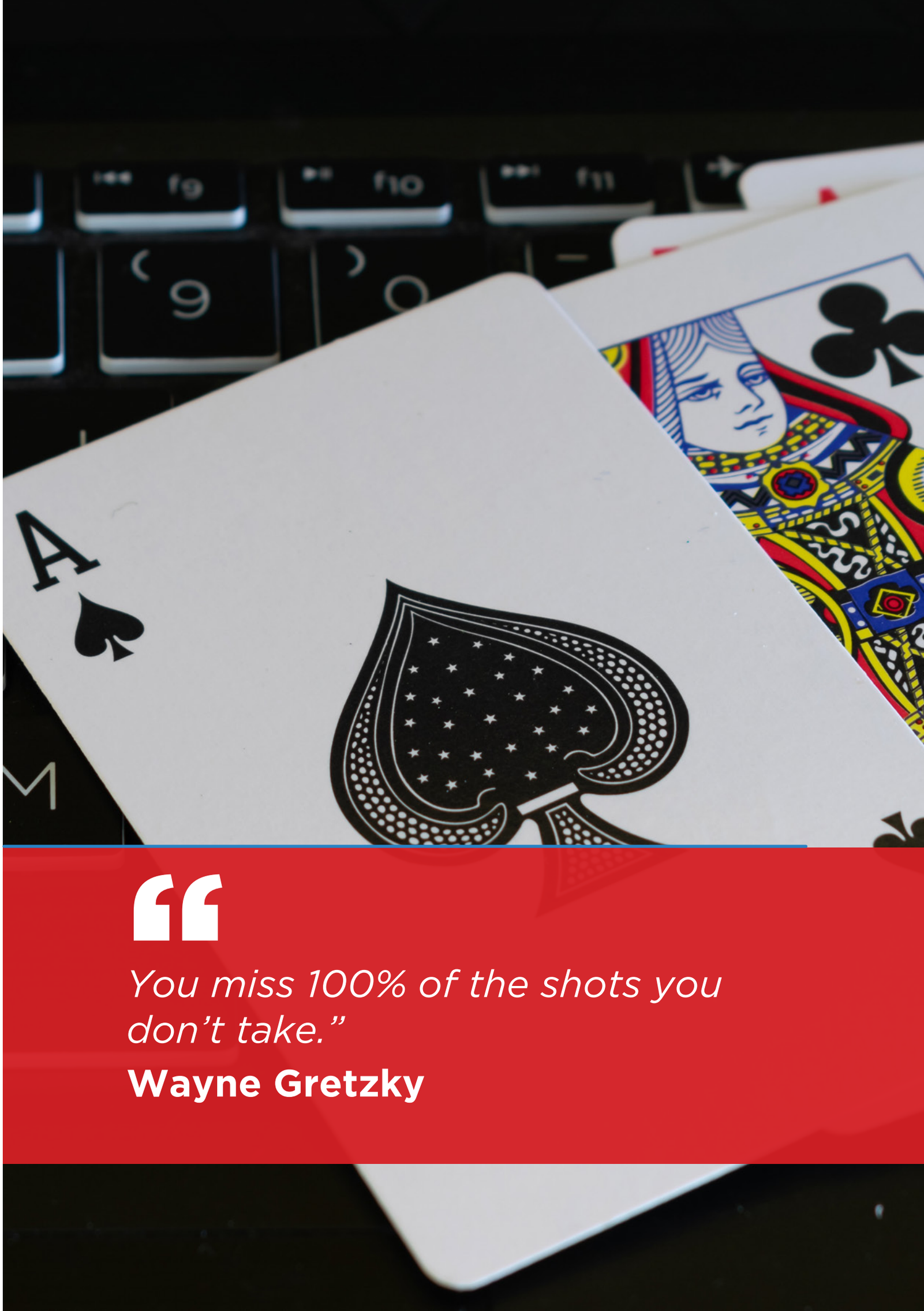
MS MMAMETSI SETLHARE
Audit and Risk Committee (ARco) Member

Ms. Setlhare is the Head of Audit at Debswana Diamond Mining Company. She holds a Bachelor of Commerce Degree in Accounting from the University of Botswana. She is also a Fellow Chartered Accountant.



MR SETLHALEFI MOTSHEGWA
Audit and Risk Committee (ARco) Member

Mr. Motshegwa is a seasoned consultant in the fields of Company Financial and Management Accounting, Auditing, Human Resources, Procurement, Business Management and Development, Project Appraisal and Tax Advisory. He holds a Master of Business Administration from the University of Central England, a Bachelor of Commerce (Accounting) from the University of Botswana and an ACCA. Mr. Motshegwa is a Fellow Certified Chartered Accountant (FCCA) and Fellow Chartered Professional Accountant (FCPA).



You miss 100% of the shots you don't take."

Wayne Gretzky

Executive Management



Mr Emolemo Peter Kesitilwe
Acting Chief Executive Officer

Mr. Kesitilwe is the Chief Executive Officer of the Gambling Authority, responsible for providing overall leadership in promoting the economic development of Botswana through the gambling industry. His role focuses on ensuring optimal stakeholder engagement, strategy execution, and organisational performance.

Emolemo holds a Master of Science Degree in Strategic Business Management from the Manchester Metropolitan University (UK), Chartered Institute of Management Accountants (CIMA), UK. Fellow Chartered Accountant (FCA)(Bots), Chartered Management Accountant (UK), Chartered Global Management Accountant, (UK).

Emolemo has over 19 years of work experience.



Mrs Chandida Masomosomo
Chief Legal Officer

Mrs. Masomosomo is the Chief Legal Officer of the Gambling Authority, responsible for providing legal advice and services to protect and safeguard the rights and interests of the Authority.

Chandida holds a Bachelor of Law Degree from the University of Botswana and a Master of Laws from the University of Cape Town. She is a member of Botswana Law Society. Chandida has over 20 years of work experience.

Executive Management



Mr Moruntshi Kemorwale
Chief of Staff

Mr Kemorwale is the Chief of Staff of the Gambling Authority, responsible for corporate and public affairs, as well as developing and implementing responsible gambling strategies and initiatives.

Moruntshi holds a Post Graduate Diploma in Management from the Regent Business School, South Africa, and a Bachelor of Arts Degree in Humanities Degree from the University of Botswana. He is a member of the International Association of Business Communicators. Moruntshi has over 20 years work experience.



Ms. Faith Seboko
Human Resources Business Partner

Ms. Seboko is the Human Resources Business Partner of the Gambling Authority, responsible for developing human resources strategies and direct implementation of human resources plans and programs to facilitate attraction, development, and retention of competent staff to meet the Authority's strategic objectives.

Faith holds a Post Graduate Diploma in Education from the University of Botswana and a Bachelor of Arts Degree in Humanities. She is a member of the South African Board of People Practices. Faith has over 17 years of work experience.

Executive Management



Mr Mbati Lebang
Chief Internal Auditor

Mr. Lebang Mbati Lebang is the Chief Internal Auditor of the Gambling Authority, responsible for providing strategic direction of the Internal Audit function which provides independent objective assurance and consulting services to Management and the Board. The function is also responsible for risk management consultancy services.

Mbati is a Certified Internal Auditor from the Institute of Internal Auditors and is currently pursuing a Master of Business Administration (MBA). He is a member of the Institute of Internal Auditors and the Institute of Risk Management (UK).

Mbati has over 17 years of work experience.



Linnet Mafukidze
Board Secretary

Ms. Mafukidze is the Board Secretary for the Gambling Authority, responsible for providing legal advice and secretarial services to the Gambling Authority Board and monitoring adherence to international standards on Corporate Governance.

Linnet holds a Master of Law in Advanced Legislative Studies from the University of London, School of Advanced Study (Institute of Advanced Legal Studies) as well as a Bachelor of Laws Degree from the University of Botswana. Linnet has over 17 years of work experience.

Executive Management



Mr David Saakane
Chief Operations Officer (Acting)

Mr. Saakane is the Acting Chief Operations Officer of the Gambling Authority, responsible for planning, directing, and coordinating the Gambling Authority's operations relating to licensing, monitoring, investigations, compliance, and audit.

David holds a Bachelor of Business Management with Honours from Buckingham New University (UK). David has over 19 years of work experience.



Ms Tshepang Magang
Chief Finance and Administration Officer (Acting)

Ms. Magang is the Acting Chief Financial Officer for the Gambling Authority, responsible for planning, implementing, managing, and controlling all financial-related activities of the Gambling Authority including revenue assurance.

Tshepang is a Fellow Certified Chartered Accountant, in the UK a member of the Institute of Internal Auditors, and a member of the Botswana Institute of Chartered Accountants. Tshepang has over 15 years of work experience.

Our People
As at 31 March 2023

The Gambling Authority's human resources strategic objectives are three-pronged, namely;

- to attract and retain a competent workforce,
- enhance skills and capabilities,
- and manage knowledge and intelligence.

In its pursuit of attaining the human resources goals, the Authority embarked on a structure realignment process to strengthen and build the organisational capability and capacity to deliver on its mandate and strategic goals. To this end the Authority recognises that talent management is integral to our long-team success as we continue to empower our employees and drive sustainable growth. As of March 31, 2023, there were 51 staff members in the Authority, with 32 females and 19 males, representing a gender distribution of 63% and 37% respectively. The Authority has a young workforce, with 75% aged between 27-40 years.

Furthermore, the Authority's employee engagement survey results showed significant increased from 60% in the previous year to 68% in 2023, which depicts a moderate to near optimal satisfaction as the employees engage with the organisation.
As of March 2023, members of the Executive Committee comprised of 57% female and 43% male members.

This information is in figures 5.1, 5.2, and 5.3.

Figure. 5.1

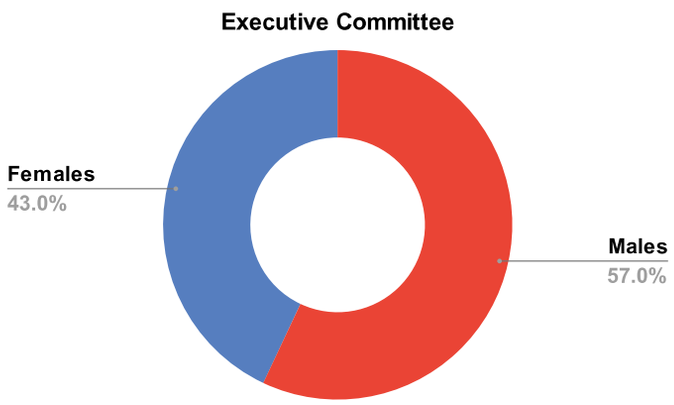


Figure. 5.2.

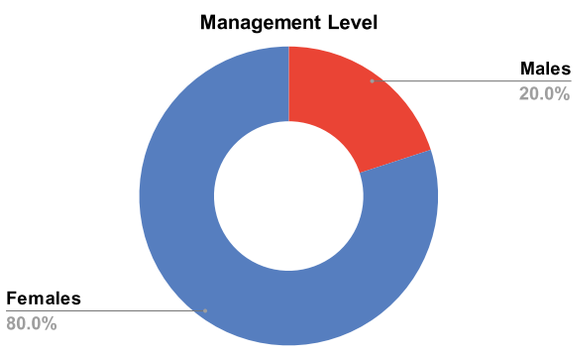
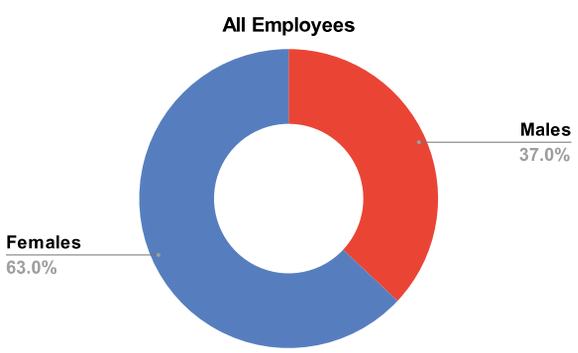


Figure. 5.3.



In efforts to capacitate employees ahead of the rigorous licensing regime and enhance their industry knowledge, the employees participated in various training platforms as depicted below;

Training	No of Staff
Financial and Background Investigative Techniques facilitated by the University of Nevada International Centre for Gaming Regulation	4
BICA 11th Biennial Conference under the theme **"Transforming the Accountancy Landscape - Moving with Trends"**	5
Prince 2 Foundation and Practitioner training	2
Progressive Institute Career Elevation Summit under the theme **"Mindset Changes for Botswana's New Agenda Priorities"**	6
Acctech Sage 300 Payroll Training	2
Essentials of Business Intelligence with Microsoft Excel	3
The "6th Annual African Cyber Crime Conference" under the theme Data Protection – **The New Normal**	7
Executive Support Training Course	2
Risk Management Training Course	1
ACAMS Certified Anti-Money Laundering Specialist Program Certification.	1
IAGR 2022 Conference under the theme **"A Kickstart for Collaboration"**	4
The World Lotteries Summit under the theme **"Leading the Journey, Inspiring the Future"**	4
Global Gaming Expo	4
Botswana Sign Language	12
International Responsible Gambling Conference	34

Table. 1.

Our Governance Perfomance

The Board's Functions and Responsibilities
The Gambling Act and the King IV Report place the onus on the Board to set the course for gaming in Botswana and monitor the Authority's actions. Members should work together to determine the Authority's strategic goals, approve policies and strategies, monitor management's execution, and ensure that everyone is held accountable for the Authority's results. The Board discharged all of its duties throughout the reviewed fiscal year, which included providing strategic direction, ensuring that the Board was properly constituted, and introducing new Directors, External Audit, Risk Management via the Enterprise Risk Management Framework, Compliance Monitoring, and Board Performance Evaluation.

Board Composition
The Board of Directors of the Gambling Authority consists of;

- a Non-Executive Chairperson;
- and Members from the Public, Parastatal, Private sector;
- and the Chief Executive Officer;

The Board is appointed by the Minister of Trade and Industry in accordance with the provisions of the Gambling Act, 2012 (No. 7 of 2012).

The Board's primary responsibility is to give strategic directions to the Gambling Authority operations. This includes amongst others; the approval of the Authority's strategic goals; policies and; business; and corporate plans; and monitoring the performance of the Authority against agreed objectives to ensure the successful implementation of the Licensing and Localisation Plan for the regulation of the Gambling Industry.

For the period under review, the following changes in the Board's composition took place

a. four (4) Board end of terms;
b. two (2) Board renewals; and
c. six (6) new Board appointments

Pursuant to its statutory mandate, the Board is required to meet at least four (4) times in a year to ensure proper and effective control of the Revenue Service's operations as well as to carry out periodic evaluation of the Revenue Service's operational performance. Members make declarations of interest and assets at the beginning of every year. Further, at every sitting, members make declarations of interest in respect of matters before them.

Board Composition (Continued)

During the year under review, the Board met sixteen (16) times as shown on Table 1 below:

Date	Meeting	Time	Venue
25/04/2022	Special Board Meeting 1-22	0900hrs	Virtual
05/05/2022	Special Board Meeting 2-22	0900hrs	Virtual
24/05/2022	Special Board Meeting 3-22	0900hrs	Physical
31/05/2022	Special Board Meeting 4-22	0900hrs	Physical
26/07/2022	Special Board Meeting 5-22	0900hrs	Physical
08/08/2022	Board Meeting 6-22	0900hrs	Physical
10/08/2022	Special Board Meeting 7-22	0900hrs	Physical
19/08/2022	Special Board Meeting 8-22	1000hrs	Physical
28/09/2022	Special Board Meeting 9-22	09:00hrs	Physical
05/10/2022	Board Meeting10-22	09:00hrs	Physical
17/11/2022	Special Board Meeting 11-22	09:00hrs	Physical
07/12/2022	Board Meeting 12-22	09:00hrs	Physical
07/03/2023 -08/03/2023	Board Meeting 13-22 Induction and Strategy	09:00hrs	Physical
09/03/2023	Special Board Meeting No. 14-22	14:00hrs	Physical
23/03/2023	Special Board Meeting No. 15-22	09:00hrs	Physical
30/03/2023	Board Meeting No. 16-22	09:00hrs	Physical

Table. 2.1.



Board Composition And Attendance

Name	Term of Appointment	Meetings Attended	Amount P
Mr. Blessing S Monyatsi (Chairperson until 31/05/2022)	01/06/2016 – 31/05/2022	4/16	**9 000.00**
Mr. Marvin T Torto Chairman from 01/02/2023	14/12/2020 – 30/11/2022 Reappointment- 01/02/2023	14/16	**27 450.00**
Ms. Itumeleng Mareko (Vice Chairperson from 09/03/2023)	04/12/2020 – 19/07/2022 Reappointment 22/07/2022 – 21/07/2025	16/16	**28 800.00**
Ms. Mmakome Masendu	04/12/2020 – 28/02/2023	12/16	**21 600.00**
Ms. Eunice Mmono	04/12/2022 – 31/05/2022	4/16	**7 200.00**
Ms. Rosinah Bontsi (Term ended 30/01/2023)	04/12/2020 – 31/10/2023	7/16	**12 600.00**
Ms. Mary Ngwenya	20/07/2022 – 19/07/2025	11/16	**19 800.00**
Dr. Tebogo Sebeelo	20/07/2022 – 19/07/2025	11/16	**19 800.00**
Ms. Bridget L Mphusu	20/07/2022 – 19/07/2025	11/16	**19 800.00**
Mr. Kebonyemodisa Ooke	20/07/2022 – 19/07/2025	11/16	**19 800.00**
Ms. Botlhale Radithupa	01/02/2023 – 31/01/2026	4/16	**7 200.00**
Mr. Gaoakanye Tapeng	01/02/2023 – 31/01/2026	4/16	**N/A**
Mr. Thulisizwe Johnson (Chief Executive Officer)	04/12/2020 - 31/05/2022	4/16	**N/A**
Mr Emolemo Peter Kesitilwe (Acting Chief Executive)	29/08/2022	12/16	**N/A**

Table. 2.2

Board Goals For The Year Under Review

According to the approved Board Annual Plan, the Board of Directors had the following high level strategic goals:

a. License renewals;
b. Policy approvals;
c. Study Research approvals; and
d. Statutory Reports approvals.

The following are the meeting outputs and resultant outcomes;

GOAL	STATUS
Approval of Budget – 2022/2023	Done
Development and approval of New Five- Year Strategic Plan 2023-2028	Done
License Renewal	Done
Ministry approval of implementation of new Organisation and Salary Structure	Done
Amendment of Gambling Act and Regulations	In Progress
Gambling Levy Fund Order	Done
National Lottery Development Fund Order	In Progress
Review of Policies	Done
Approval of Updated Board Charter	In Progress
Appointment of Board Secretary	Done
Award National Lottery License	In Progress
Approve Request for Application (RFA) of other license types (Betting)	Done
Annual Report delivery to Government – 30th September	Done
Approval of Annual financial Statements 2022	Done
Achievement of QMS ISO 9000 Certification	In Progress
Approval of Half-Year Integrated Report	Done
Implementation of Performance Management System	Done
Risk Appetite and Tolerance Workshop	In Progress
Approval of Risk Appetite and Risk Capacity Set	In Progress
Approval of Delegation of Authority Policy	In Progress
Approval of Responsible Gambling Code of Conduct	Done
Gambling Prevalence Research Completed (Additional Work)	Done
Ethics Management Strategy (incl. Code of Ethics and Conduct)	Done
Corporate Social Responsibility Policy	Done
Board Self Annual Evaluation	Done

Table. 3.

Board Goals For The Year Under Review (Continued)

Table. 3.

GOAL	STATUS
Board Members to attend at least one Board Development/Training Course	Outstanding
At least 2 Board or Board Committee/Management Members to achieve Certified Board Member Status	Outstanding
ALL Board Members to attend Two Annual Induction/Re-induction Workshops	Done

Board Functions and Responsibilities

Section 13 of the Gambling Act empowers the Board to appoint Committees. Section 13 (2) of the Act establishes two (2) statutory Board Committees, namely, the Training and Localisation Committee and the Excessive Gambling Prevention and Rehabilitation Committee. During the period under review, the Board had the following Committees:

1. Audit and Risk Committee (ARco);
2. Strategy, Policies, Ethics and Social Committee (SPESco); and
3. Regulatory Committee (REGco).

During the period under review, the Board reconstituted its committees to align with statutory requirements. The Board Committees were reconstituted as follows:

1. Audit and Risk Committee (ARco);
2. Strategy and Resources Committee (STRATco);
3. Regulatory, Training and Localisation Committee (REGco); and
4. Excessive Gambling Prevention and Rehabilitation Committee (EGPRco).

THE BOARD AUDIT AND RISK COMMITTEE (ARco)

The Board Audit and Risk Committee is entrusted with providing independent monitoring and oversight of the effectiveness of specific Board assurance functions provided by external auditors, internal audit, risk management, finance function and combined assurance

The Committee oversees the review of the Authority's financial performance in line with corporate strategy and budgets. Furthermore, the Committee also charged with oversight responsibilities of providing direction in the assessment of the effectiveness of the Authority's systems of Risk Management Internal Controls.

THE BOARD AUDIT AND RISK COMMITTEE (ARco)

The ARco terms of reference set out how the Board provides stakeholders and users with information that enables the assessment of the Authority's performance from the Annual Financial Statements and the Integrated Annual Report. The Committee offers the opinion of the external auditor's viewpoint on significant areas identified during the audit. The Committee received combined assurance from both the external auditors and internal auditors. ARco supports the Board by satisfying itself about how significant findings, made by assurance providers, were addressed by management.

The ARco has the following Board delegated powers-

a. To recommend appointment of the Chief Internal Auditor;
b. To approve the Internal Audit Plan;
c. To approve the Audit Closeout Letter; and
d. To note and approve Liquidity and Financial Sustainability reports.

ARCO COMPOSITION AND MEETINGS

Name	Term of Appointment	Meetings Attended	Amount P
Ms. Itumeleng Mareko (Committee Chairperson)	04/12/2020 – 19/07/2022 Reappointment 22/07/2022 – 21/07/2025	4/4	**7 200.00**
Ms. Mmakome Masendu	04/12/2020 – 28/02/2023	3/4	**5 400.00**
Mr. Setlhalefi Motshegwa (Co-opted)	01/11/2021 – 31/10/2024	4/4	**7 200.00**
Ms. Mmametsi Setlhare (Co-opted)	04/12/2020 – 03/12/2023	4/4	**7 200.00**
Ms. Mary Ngwenya	20/07/2022 – 19/07/2025	3/4	**5 400.00**
Dr. Tebogo Sebeelo	20/07/2022 – 19/07/2025	3/4	**5 400.00**
Mr. Thulisizwe Johnson (Chief Executive Officer)	04/12/2020 - 31/05/2022	2/4	**N/A**
Mr. Emolemo Peter Kesitilwe (Acting Chief Executive Officer)	29/08/2022	2/4	**N/A**
Total			**37 800.00**

Table. 4.1.

Board Functions and Responsibilities (Continued)

REGULATORY, TRAINING AND LOCALISATION COMMITTEE (REGCO)

During the period under review, the Board established the Regulatory Committee whose duties and responsibilities were to provide independent monitoring and oversight in relation to regulatory compliance as it pertains to licensing and monitoring of gambling establishments and activities, compliance, and licensing.

Section 13 (2) (a) of the Gambling Act provides for a Statutory Committee to be established, namely, the Training and Localisation Committee. The Act provides that the function of this committee shall be to empower citizen employees with the requisite skills to localise expatriate held positions in the gambling industry. In line with the Gambling Act, the Board reconstituted the Regulatory Committee and established the Regulatory, Training and Localisation Committee (REGco).

The REGco is entrusted by the Board to fulfil its obligations relating to Regulation of the gambling industry as well as ensuring that there is training and localisation of employees and key position for licensees in the Gambling Industry. The Committee is further mandated to empower citizen employees with the requisite skills to localise expatriate held positions in the industry through gambling licenses issued by the Authority.

The Committee is further mandated to :

a. Monitor regulatory compliance, training and localisation in the industry to assist the Board in its responsibilities to ensure the empowerment of Citizen employees with the requisite skills to localise expatriate held positions in the gambling industry;
b. Ensure the training of staff within licensed entities/operators;
c. To regulate and control the development of gambling establishments in Botswana; and
d. Oversight and monitoring of licensing conditions of the various types of gambling licenses.

The Committee has the following Board delegated powers :

a. Recommend issuance, renewal, rejecting and revocation of licenses against the licensing and localisation plan;
b. Compliance and monitoring activities in relation to licenses issued, industry technology compliance, licensing, localisation, training and actions that may have been taken by management;
c. Approve strategies, guidelines and programmes regarding the training of people employed in gambling establishment; and
d. Approval of research, data collection and evaluation of trends.

PRE-BOARD RECONSTITUTION - REGULATORY COMMITTEE COMPOSITION AND MEETINGS

Name	Term of Appointment	Meetings Attended	Amount P
Mr. Marvin Torto (Committee Chairperson)	14/12/2020 – 30/11/2022	3/3	**5 400.00**
Ms. Itumeleng Mareko	04/12/2022 – 31/05/2022 Reappointment 22/07/2022 – 19/07/2025	3/3	**3 600.00**
Ms. Eunice Mmono	04/12/2022 – 31/05/2022	1/3	**0.00**
Ms. Rosinah Bontsi (Term ended 30/01/2023)	04/12/2020 – 31/10/2023	2/3	**3 600.00**
Dr. Kgomotso Jongman (Co-opted)	04/12/2020 – 31/10/2023	3/3	**5 400.00**
Ms. Boitumelo Vavani (Co-opted)	04/12/2020 – 31/10/2023	3/3	**5 400.00**
Ms. Bridget Lorato Mphusu	22/07/2022-19/07/2025	1/3	**1 800.00**
Mr. Kebonyemodisa Ooke	22/07/2022-19/07/2025	2/3	**3 600.00**
Mr Thulisizwe Johnson (Chief Executive Officer)	04/12/2020-31/05/2022	1/3	**N/A**
Mr Emolemo Peter Kesitilwe (Acting Chief Executive Officer)	29/08/2022	2/3	**N/A**
Total			**28 800.00**

Table. 4.2.1.

Board Functions and Responsibilities (Continued)

POST-BOARD RECONSTITUTION – REGULATORY, TRAINING AND LOCALISATION COMMITTEE COMPOSITION AND MEETINGS

Name	Term of Appointment	Meetings Attended	Amount P
Mr Kebonyemodisa Ooke (Committee Chairperson)	22/07/2022-19/07/2025	1/1	**1 800.00**
Ms Itumeleng Mareko	04/12/2022 – 31/05/2022 Reappointment 22/-7/2022 – 19/07/2025	1/1	**1 800.00**
Ms Bridget Lorato Mphusu	22/07/2022-19/07/2025	1/1	**1 800.00**
Ms. Botlhale E. S. Radithupa	01/02/2023 – 31/01/2026	1/1	**1 800.00**
Mr Emolemo Peter Kesitilwe (Acting Chief Executive Officer)	29/08/2022	1/1	**N/A**
Total			**7 200.00**

Table. 4.2.2.

STRATEGY AND RESOURCES COMMITTEE (STRATco)

During the period under review, the Board had established the Strategy, Policies, Ethics and Social Committee (SPESco) whose duties and responsibilities were to set out the Board's approach to ethical leadership, with particular emphasis on strategy, all policies, such as social and ethics policy, as well remuneration policy.

In line with the Gambling Act the Board reconstituted the Strategy, Policies, Ethics and Social Committee and the duties and responsibilities of the Strategy, Policies, Ethics and Social Committee were subsumed under a new Committee, being the Strategy and Resources Committee to align with King IV on Corporate Governance.

The Strategy and Resources Committee is the Committee entrusted with providing independent supervision, monitoring and oversight of the Board's commitment to promoting an ethical culture, corporate citizenship and remuneration policy.

The STRATco is responsible for the implementation of the Corporate Strategy, Corporate Scorecard, Human Resource Planning and Succession.

The Committee further ensures that specific transparency reporting and disclosure are provided, among others, in relation to the following:

a. Strategy Report and Corporate Scorecard
b. Half Year Integrated Report and Annual Integrated Report
c. Human Capital report detailing talent management framework.

PRE-BOARD RECONSTITUTION – STRATEGY, POLICIES, ETHICS AND SOCIAL COMMITTEE

Table. 4.3.1.

Name	Term of Appointment	Meetings Attended	Amount P
Ms. Eunice Mmono (Committee Chairperson until 31/05/2022)	04/12/2022 – 31/05/2022	1/6	**1 800.00**
Ms. Mmakome Masendu (Committee Chairperson – from 08/08/2022)	04/12/2020 – 28/02/2023	6/6	**12 600.00**
Ms. Rosinah Bontsi (Term ended 30/01/2023)	04/12/2020 – 31/10/2023	6/6	**5 400.00**
Mr. Marvin Torto	14/12/2020 – 30/11/2022	6/6	**9 000.00**
Ms. Bridget Lorato Mphusu	20/07/2022 – 19/07/2025	4/6	**3 600.00**
Mr. Kebonyemodisa Ooke	20/07/2022 – 19/07/2025	4/6	**3 600.00**
Dr. Tebogo B. Sebeelo	22/07/2022-19/07/2025	4/6	**5 400.00**
Mr Emolemo Peter Kesitilwe (Acting Chief Executive Officer)	29/08/2022	6/6	**N/A**
Total			**41 400.00**

POST-BOARD RECONSTITUTION – REGULATORY, TRAINING AND LOCALISATION COMMITTEE COMPOSITION AND MEETINGS

Table. 4.3.2.

Name	Term of Appointment	Meetings Attended	Amount P
Dr. Tebogo B. Sebeelo (Committee Chairperson)	20/07/2022 – 19/07/2025	1/1	**1 800.00**
Mr. Kebonyemodisa Ooke	20/07/2022 – 19/07/2025	1/1	**1 800.00**
Ms. Botlhale E. S. Radithupa	01/02/2023 – 31/01/2026	1/1	**1 800.00**
Mr. Gaoakanye Tapeng	01/02/2023 – 31/01/2026	1/1	**N/A**
Mr. Emolemo Peter Kesitilwe (Acting Chief Executive Officer)	29/08/2023	1/1	**N/A**
Total			**5400.00**

Board Committees And Their Mandate (Continued)

EXCESSIVE GAMBLING PREVENTION AND REHABILITATION COMMITTEE

Section 13 (2) (b) provides for a Statutory Committee to be established, namely, the Excessive Gambling Prevention and Rehabilitation Committee. The Act provides that the function of the Excessive Gambling Prevention and Rehabilitation Committee shall be to guide and monitor the development and implementation of programmes and strategies aimed at preventing addictive or compulsive gambling and rehabilitating compulsive gamblers.
The Statutory mandate of the Committee is drawn from Sections 113, 114 and 115 of the Act, which provide that the Committee shall, among other things have oversight, supervision and monitoring in relation to:

a. approval of budget and expenditure relating to the responsible gambling program;
b. approval of the strategic plan for the responsible gambling program;
c. education and provision of counselling services in the prevention of excessive gambling;
d. strategies, programmes, capacity building as well as stakeholder relations to counter measures which can encourage risky and excessive gambling behaviour;
e. policies for exclusions, research, data collection and evaluation;
f. strategies, guidelines and programmes regarding the training of people employed in gambling establishments; and
g. strategic interventions and methods used to treat problem gamblers, protect minors and vulnerable persons.

Name	Term of Appointment	Meetings Attended	Amount P
Ms Bridget Lorato Mphusu (Committee Chairperson)	20/07/2022 – 19/07/2025	1/1	**1 800.00**
Ms Mary Ngwenya	20/07/2022 – 19/07/2025	1/1	**1 800.00**
Mr Kebonyemodisa Ooke	20/07/2022 – 19/07/2025	1/1	**1 800.00**
Mr Gaoakanye Tapeng	01/02/2023 – 31/01/2026	1/1	**N/A**
Mr. Emolemo Peter Kesitilwe (Acting Chief Executive Officer)	29/08/2023	1/1	**N/A**
Total			**5 400.00**

Table. 4.4.



Success is not final, failure is not fatal: it is the courage to continue that counts."

Winston Churchill



Material Matters in 2022/23

Material Matters

The Authority has recognized the following factors as crucial because they have affected or could affect the value-generation process. The Authority has implemented a combined assurance method and integrated risk management strategy that pools the resources of multiple assurance providers (including internal and external auditors, risk managers, and other professionals) to ensure the highest quality of assurance. A coordinated approach to identifying, assessing, and designing appropriate mitigation methods to minimize risk exposure to tolerable levels is made possible by the combined efforts of this wide range of expertise.

The high-risk factors that this method identifies constitute the material factors in that reporting period. The following threats have been deemed significant enough to be included.

Risk	Strategic Objective Impacted	Mitigation Effort
Delays in licensing due to legal challenges. Additionally, there are insufficient funds to fund litigation.	Create a diversified gambling industry.	The Authority improved its process documentation. It has proposed amendments to the Gambling Act to address numerous gaps and deficiencies to enhance the regulatory function. Finally, the Authority has prioritised adequate budget provisions to finance litigation.
Cyber security threats to information systems and cloud computing.	Create a diversified gambling industry.	The Authority has put in place and implemented a Cyber Security Management Plan. Cloud hosting service providers and other stakeholders contributed ideas during the process of making the management plan.
Poor perception of gambling	Create a diversified gambling industry.	The Authority has developed and implemented a Responsible Gambling Program. Staff has been recruited for the program and research has been conducted to provide information on risk factors for problem gambling, and the socio-economic impacts of gambling in Botswana, in order to inform interventions going forward.
Overdependence on government subvention for operational expenses	Drive financial sustainability	The Authority continues to explore efforts to diversify revenue sources

Table. 5.



Our Business Model



Gambling is the great leveler. All men are equal at cards”

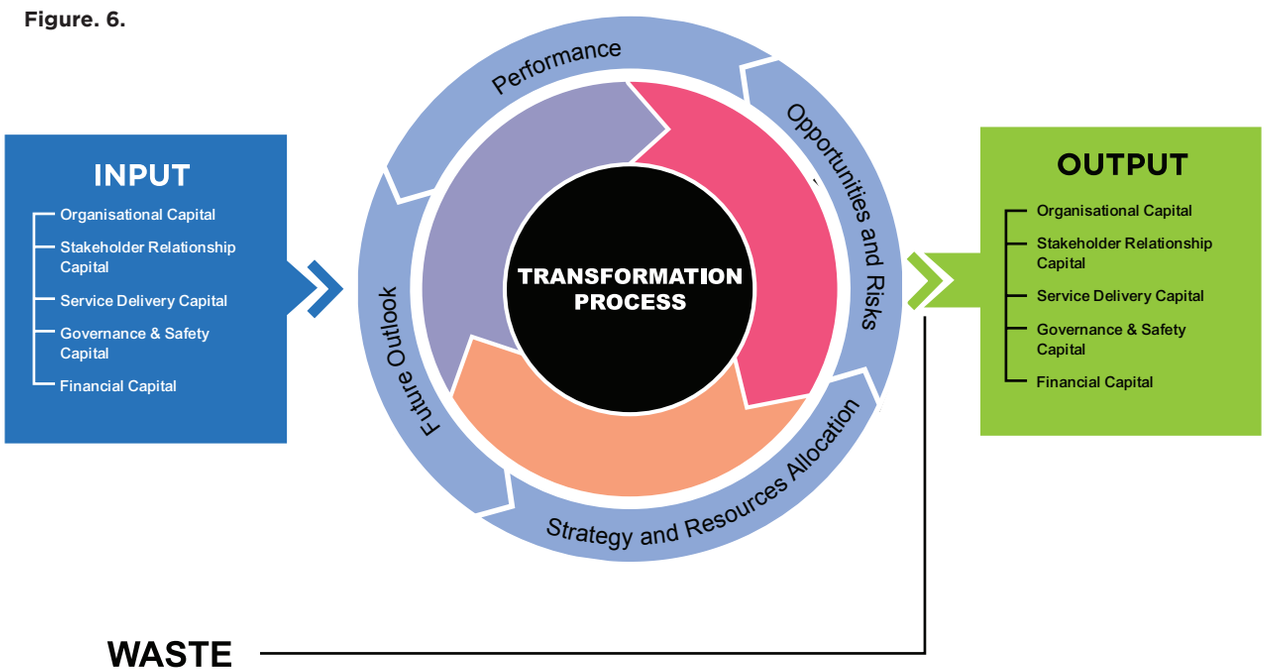
– Nikolai Gogol

Our Business Model and How we Deploy Capitals

Our Business Model Snapshot

The Authority's business model transforms inputs into outputs and outcomes that support the Authority's strategic purpose ,and furthermore the model generates value in the short, medium, and long terms through a number of different business operations. The model is shown in the following illustration.

Figure. 6.



The above illustration depicts the Octopus Model of Integrated Reporting, which GA used as a basis for its own transformation model. This diagram shows how we transfer our capitals (inputs) into value for our stakeholders. We are aware of the weaknesses in our infrastructure that reduce the effectiveness of our operations. As a result, we work hard to anticipate and mitigate any threats to our company's success.

Business Model Canvas

The Mission Model Canvas, developed by the Authority, is a revised iteration of the Business Model Canvas tailored to cater to enterprises with a strong emphasis on mission-oriented objectives. This specific canvas centers on the examination of how mission-focused businesses deliver value to their stakeholders and effectively deploy resources. The present model serves as an illustration of our approach to transforming allocated resources, specifically money, into various services. The subsequent illustration presents a succinct overview of our company's model. The business model encompasses several elements such as significant partners, essential activities, value proposition, buy-in and support, critical resources, deployment strategies, and beneficiaries, which are comprehensively addressed and introduced.

Business Model Canvas (continued)

The canvas depicted below provides a comprehensive representation of our organization's critical processes and procedures, along with the individuals who derive significant advantages from the meticulous design and efficient functioning of our establishment.

Mission Model Canvas

Mission Description- To effectively regulate and control the gambling industry, account for revenue from the industry and contribute to the socio-economic development of Botswana

<table>
<tr><th>Key Partners</th><th>Key Activities</th><th>Value Proposition</th><th>Buy-In and Support</th><th>Beneficiaries</th></tr>
<tr>
<td rowspan="2">• Legal advisors
• Technical Advisors
• External auditors
• Regulators (local and international)
• ICT Infrustructure Providers
• ICT service providers
• Government Research Institutions
• Botswana Police Service (BPS)
• Directorate on Corruption and Economic Crime (DCEC)</td>
<td>• Licensing
• Compliance
• Research
• Fund distribution
• Public awareness and training
• Stakeholder Relationship Management
• Levy collection
• Development of Technical standards
• Responsible gambling
• Strategy development and Implementation</td>
<td rowspan="2">• Contribution to GDP
• Revenue
• Employment
• Fair play
• Player protection
• Entertainment
• Clear and transparent rules
• Elimination of illegal gambling
• Funding
• Capacity Building
• Recreational facilities
• Sustainable development of talent
• Administrative capability (coaches, referees, administrators, etc) and facilities
• Growth of industry (Arts and Culture) to support economic diversification
• Youth empowerment
• Creation of centres of excellence
• Family protection
• Minor protection
• Skills development
• Business continuity</td>
<td>• His Excellency the President
• Cabinet
• Gambling Authority Board
• Ministry of Trade and Industry
• Ministry of Finance
• Ministry of Youth Empowerment, Sports and Culture
• Ministry of Nationality Immigration and Gender Affairs
• Parliament
• Attorney General
• Land Boards
• Botswana Police Service
• Directorate of Intelligence Services
• Financial Intelligence Agency
• Councils
• Village Development Committees
• Awarding Committees
• Non Govermental Organisations
• Foreign Investors
• Business Community
• Industry suppliers
• Advisors
• Operators
• Players
• Youth
• IAGR
• CIPA
• Botswana Unified Revenue
• Services</td>
<td rowspan="2">• Government
• Consumers (Players/ Punters
• Industry suppliers
• Charities
• Sports Federation
• Arts and Culture Association
• Youth Organisations
• Councils
• Primary and Secondary Schools
• Tourism Organisations
• Non-Governmental Organisations</td>
</tr>
<tr>
<td>Key Resources
• Competencies
• Funding
• Facilities
• IT Infrastructure</td>
<td>Deployment
• Regional Offices
• Targeted communication (Media, Outreach programmes,
• Publications
• Digital Monitoring channels
• Pitso and Kgotla meetings</td>
</tr>
</table>

Mission Achievement (or "fulfilment" or "Impact" Factors or Criteria

• Economic Impact • Social Impact • Safe and Fair Gaming Environment • Industry diversification (Tourism and Gambling environment) • Wealth creation (citizen economic empowerment) • Strong Brand Image • International Recognition

Table. 6.

Deployment of Capitals to Create, Preserve and Erode Value

The Authority adopted various criteria, including the Integrated Reporting Framework established by the International Integrated Reporting Council. This decision was made with the aim of ensuring alignment and relevance in the process of extracting value from the capitals for future purposes. The action was undertaken with the objective of optimizing the extraction of value. This action is depicted in the illustration below.

IIRC & GA Capitals

The Authority has translated the 6 capitals defined by the International Integrated Reporting Council (IIRC) to 5 capitals and redefined them in line with our mandate

THE 6 CAPITALS (IIRC)
- **Financial Capital**
- **Manufactured Capital**
- **Human Capital**
- **Intellectual Capital**
- **Social and Relationship Capital**
- **Natural Capital**

THE 5 GAMBLING AUTHORITY REDEFINED CAPITALS



Organisational Capital - refers to our internal resources which encompass people, policies, systems, technology, and processes. It entails our responsibility to our people and other assets.



Stakeholder Relationship Capital – through a stakeholder mapping matrix, we have identified our key stakeholders. We developed a stakeholder relationship action plan to guide our interactions with this diverse portfolio of stakeholders which includes government, licensees, gamblers, citizens, non-governmental organisations and others. We continue to play a role in the realization of the National Vision 2036 which aims for, among others, a diversified tourism industry which includes gaming tourism.



Governance and Safety – the Authority implements a number of statutes and standards to attain good corporate governance and stakeholder safety. These include the Combined Assurance Model, Gambling Act, King IV, a Responsible Gaming Programme, and the Financial Intelligence Act.



Service Delivery Capital - the Authority has invested in online systems to ensure that its stakeholders all over Botswana and abroad obtain its services. The Authority has translated the 6 capitals defined by the International Integrated Reporting Council (IIRC) to 5 capitals and redefined them in line with our mandate.



Financial Capital: These include government subvention, levies, grants/ loans, as well as revenue from industry

The Capability Model

The capability model (illustrated below) is what our stakeholders and the nation see when we process our capitals through our business model. Our capitals are the intangibles (at least to our stakeholders) of our organisation and capability model is what stakeholders are likely to interact with.

Figure. 7.

MANDATE	PRIMARY	SECONDARY
To regulate and control the development of gambling establishments	Awareness and Education	Systems Management
	Licensing	Stakeholder Management
	Supervision	Process Management
	Enforcement	Decision Support
	Funds Disbursements	Research and Innovation

Support Governance

Strategy	Risk Management	Internal Audit	Policies and Procedures	Performance Management
Human Resource Management	Financial Resource Management	Information Technology	Knowledge Management	

Gambling Authority Has Zero Tolerance For Corruption

Toll Free: Orange: 1144 Mascom: 71119603 BTC: 0800600644
Email: gamblingauthority@tip-offs.com
Website: www.tip-offs.com

The Capability Model (continued)

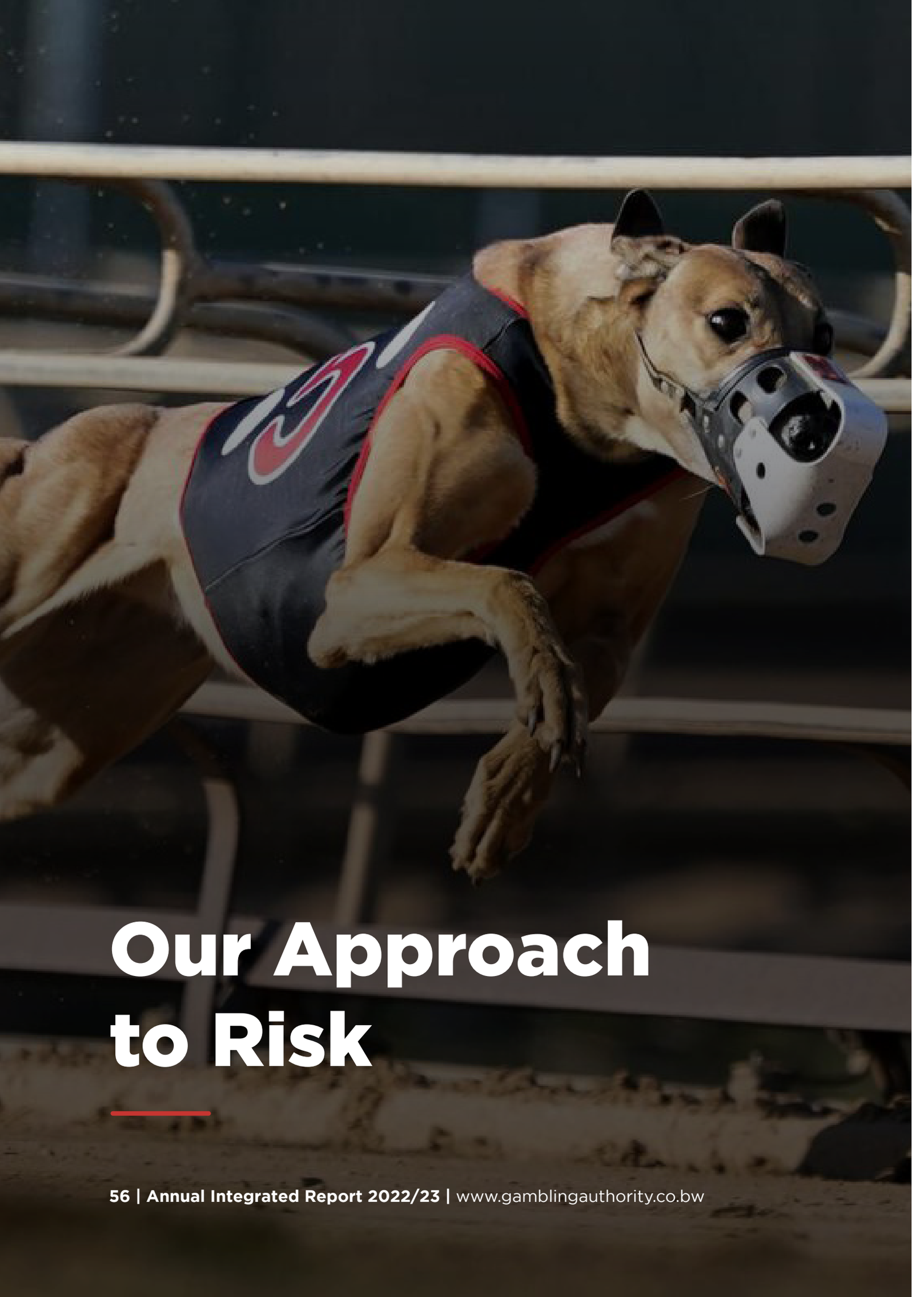
As the capitals are deployed to create value, the impact on the capitals is varied. Value can both be created and preserved or it can be eroded. The table below illustrates this process for the Authority.

IIRC Capital	Corresponding GA Capitals	Description	Impact
Financial	 Financial Capital	To deliver on our mandate, the Authority receives an annual subvention from Botswana government of about 88% of the total budget. The remaining 12% is financed through levies, grants and revenue from the industry. Our ability to source and responsibly utilize the financial capital is key in ensuring sustainable delivery of services to stakeholders	Deployment of this capital impacts the following capitals: **Human** - improvements in human capital as a result of training. **Social** - improved brand perception as a result of engaging stakeholders and giving sponsorship to deserving causes through the Authority's CSI programme. **Manufactured** - investing in IT infrastructure for an efficient operation. **Intellectual** - research to inform robust programme development around issues like program gambling and stakeholder perception. **Natural** - the Authority has adopted a technologically savvy approach which includes a paperless office. This green approach is friendly to the environment. Continued use of this capital erodes it but preserves all the other capitals.
Human	 Organizational Capital	Our people, both at the board and operational levels, are our greatest asset in delivering the Authority's mandate. Their expertise and experience is an asset in delivering the Authority's strategic goals.	Investment in this capital erodes the financial capital in the short term. However, it preserves the human capital in the long term as trained personnel deliver operational efficiency.

Table. 7.

IIRC Capital	Corresponding GA Capitals	Description	Impact
Social	 **Stakeholder and Relationship**	How our stakeholders, both internal and external, perceive us as the Authority is crucial. The Authority offers graduates internships for skills development. We also engaged a local consultancy firm to conduct a customer perception survey to inform the Authority's strategy going forward. The work we do in our community correlates with stakeholder perception, therefore positive social investment will improve stakeholder perception about the Authority.	Deploying the social capital erodes financial capital in the short term. However, it preserves intellectual capital through resultant positive customer perception.
Intellectual	 **Organizational Capital**	Industry knowledge, effective internal control, and regulatory methodologies assist in delivering on the Authority's mandate.	Investment in this capital erodes financial capital in the short term, however there is long term benefit in the resulting improved operational efficiencies and customer satisfaction. Therefore, this capital improves the human and social capitals.
Manufactured	 **Service Delivery Capital**	The Authority runs a technologically savvy operation with its unparalleled IT infrastructure. This has improved operational efficiency which translates into satisfying customer needs and expectations.	While deploying the manufactured capital erodes financial capital in the short term, there are long term gains as it improves operational efficiency. It preserves also the natural capital as the Authority has adopted green paperless workplace approaches which are facilitated by the adopted technologies.
Natural	 **Service Delivery Capital**	The Authority is a service oriented entity and therefore does not deploy natural environmental assets directly to achieve its strategic goals However, the Authority is alive to climate change challenges which result from unsustainable use of natural assets. To reverse this trend, the Authority has therefore adopted green methodologies in the delivery of our mandate. Key to this approach is the Authority's adoption of technologies such as Paper trail which eliminates the use of paper in the office.	Investment in the natural capital erodes available financial capital in the short term but has long term benefits to the environment, hence improves preserves the natural capital.

Table. 7.



Our Approach to Risk



Risk and Opportunities

The Gambling Authority recognizes that it shall be exposed to both internal and external risks whilst in pursuit of its strategic plan. The Authority is also cognizant to the fact that materialization of these risks may impede it from achieving its strategic objectives and thus believes risk management is integral to the achievement of the Strategy.

> *"The Authority takes an integrated approach to enterprise-wide risk management in pursuit of sustainable value creation for its stakeholders."*

As per requirements of Principle 11 of King IV Report on Corporate Governance, the Board of the Gambling Authority has assumed responsibility for the oversight of Risk Management. The Board has delegated the review of the organisation's internal control and risk management systems to the Audit and Risk Committee. The Committee ensures that risk is considered at strategy setting and that mitigating activities are applied throughout the implementation phases. The Committee also considers the organizational risk register and periodically reviews it for effectiveness. All significant matters of a high-risk nature are escalated to the Board for consideration and decision making.

Enterprise-Wide Risk Management

The Gambling Authority adopted an Enterprise-Wide Risk Management (ERM) Framework which provides a methodology that enables future activity to take place in a consistent and controlled manner and aiding achievement of objectives set. The Authority believes that sound risk management not only contributes to good governance, but also reinforces the stewardship role played by the Authority's Executives through the exercise of proper due diligence in the process of value creation for its stakeholders. The Authority recognizes Risk Management to be an integral component of its fabric and that successful risk management requires implementation of a thorough and consistent enterprise-wide approach to risk identification, analysis and evaluation, and by adopting sound communication practices. Consistent with the principle of integrated thinking, the ERM framework integrates risk approach from all spheres of the organisation, taking into consideration both strategic and operational risk.

The Gambling Authority is thus in a more practical position to controlling the negative consequences of risk and exploiting the opportunities for growth and value creation. The Organisation conducted a risk assessment on the Corporate Scorecard. The assessment reviewed all corporate objectives to assess possible impediments that could deter management from achieving these objectives, including rating the risks and developing mitigating actions to reduce exposure. The Corporate Risk Register was considered and approved by the Gambling Authority Board and reviewed quarterly to ensure that the organisations risk profile is managed to an acceptable level.

During the period under review, the Authority was able to further embed the risk management process to all the departments by conducting departmental risk assessments and finalizing output risk registers. This process enhanced the risk management process and culture within the organisation and will continue to be refined going forward.

Table. 8.

2022 Achievements	Future Priorities: Enhancing our ERM framework
1. Comprehensive risk assessments were conducted with all the departments and departmental risk registers developed. This assisted departments with adopting risk management strategies and aided strategy execution. 2. Effective oversight over risk management efforts resulting in achievement of key objectives such establishment of the Levy Fund.	1. Adopting and defining the Authority's risk appetite and setting risk tolerance levels to aid oversight and decision making. 2. Investment in technology to streamline risk data capturing, analysis and oversight.



RESIDUAL RISK ACCEPTABILITY

The following thresholds are used in determining residual risk acceptability and action required.

Interpretation	Required Management Action	Escalation Requirements	Timing
Red High Risk *(Unacceptable)*	Management should pro-actively manage risk by taking immediate remedial action to reduce exposure to an acceptable level.	• Board • Audit and Risk Committee (ARCo)	Monthly tracking and reporting to Management Quarterly Reporting to Audit and Risk Committee and Board or as required due to severity.
Amber Medium Risk *(Tolerable, but action required to avoid escalation to Red status)*	Management should actively manage risk by monitoring implementation of mitigation strategies.	• Board • Audit and Risk Committee (ARCo)	Monthly tracking and reporting to Management Quarterly Reporting to Audit and Risk Committee and Board.
Green Low Risk *(Acceptable)*	Management should monitor and manage as appropriate. Should consider reduction of mitigation costs.	• Audit and Risk Committee (ARCo)	Monthly tracking and reporting to Management Quarterly Reporting to Audit and Risk Committee.

Table. 9.

TOP FIVE (5) RISKS 2022/23

1. Insufficient funding to sustain the operations of the Authority

Risk description and impact on value creation	Capital impacted
Reliance on Government subvention as main source of funding impacts negatively on Authority's financial sustainability as the grant is not sufficient for the Authority's effective operation. Insufficient financial resources negatively impact our Financial Capital.	FC HC SDC

Mitigative response

Engage with MTI to expedite the development of a Fund Order for the Gambling Levy to develop the Gambling Industry in Botswana.

Opportunities

Propose revenue sharing model with shareholder to reduce reliance on Government subvention and to improve the Authority's financial sustainability in the long-term.

2. Failure to issue New Approved Licenses

Risk description and impact on value creation	Capital impacted
Failure to issue new approved licenses due to insufficient funding for specialist consultants negatively impacts our Service Delivery Capital.	SDC

Mitigative response

- Engage with MTI to expedite the development of a Fund Order for the Gambling Levy.
- Staff development to bridge knowledge gap on various license types.

Opportunities

- Diversify the gambling industry in Botswana and enhance the entertainment space through new license types.
- Facilitate job creation through diversifying the industry.

TOP FIVE (5) RISKS 2022/23 (CONTINUED)

3. Lack of fund order for National Lottery Distribution fund

Risk description and impact on value creation	Capital impacted
Lack of fund order for national lottery distribution fund will be an operational impediment once the roll-out of the national lottery begins.	G&SC

Mitigative response

- Develop the National Lottery Development Fund Governance framework and Draft Fund Order for Ministry of Trade and Industry consideration.
- Stakeholder engagement with Ministry of Finance and Economic Development.

4. Cyber Security Threats

Risk description and impact on value creation	Capital impacted
Cyber security threats to information systems and cloud computing.	G&SC SDC

Mitigative response

- Implementation of IT Governance Framework
- Development and implementation of a cyber security management plan.

5. Failure to attract and retain talent

Risk description and impact on value creation	Capital impacted
• Inadequate funding to support organisational realignment which negatively impacts on our Service Delivery Capital and our Organisational Capital. • Deficient organisation structure to meet requirements of Gambling Authority strategy and delivery of mandate.	SDC OC

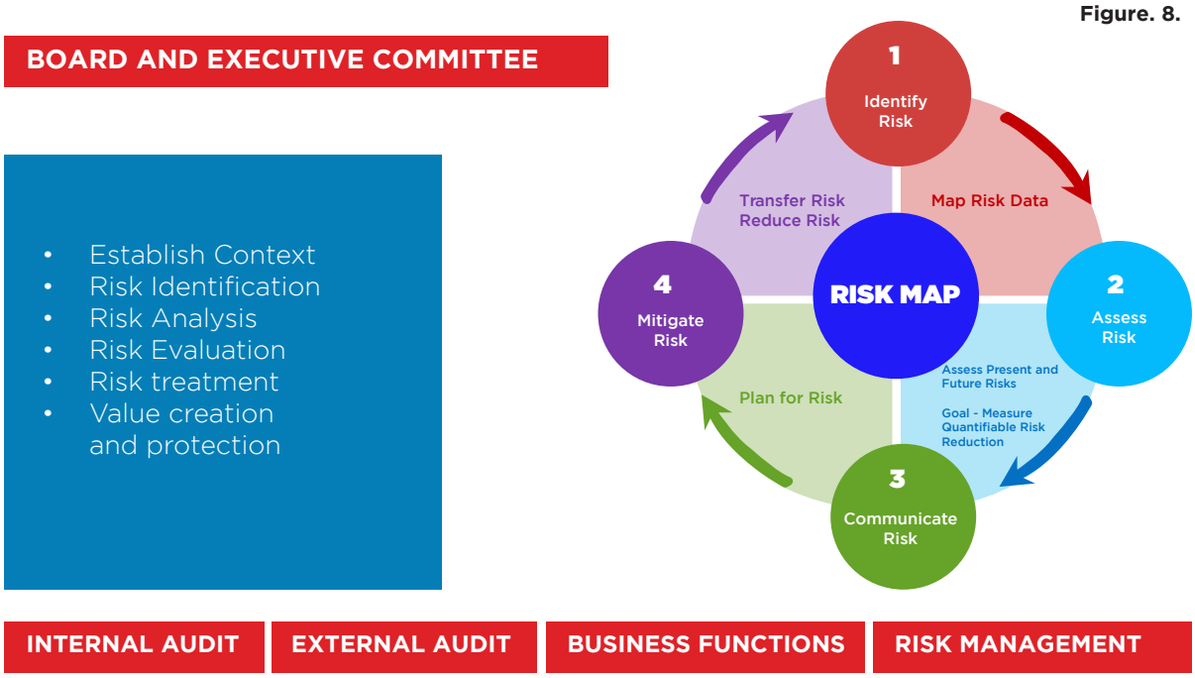
Mitigative response

- Engage Permanent Secretary and Minister on the output of the organisational realignment exercise

COMBINED ASSURANCE

The Authority has adopted a combined assurance approach which aims to optimally deploy specific roles and to coordinate the efforts of the different assurance providers to ensure that duplication of coverage in assurance services is minimized. The fusion of the various assurance providers assists the Board in its oversight duties to ensure that there is adequate and conscience information to assist the Board in its decision making.

Figure. 8.



Combined Assurance and Risk Management Model

Management Responsibility

Management is responsible for ensuring that there is sound internal control over financial and operational reporting. The internal control and risk management processes associated with financial and operational reporting have been planned in such a way that there is reasonable assurance over the reliability of reporting and to ensure that the applicable laws and regulations have been complied. Management has developed policies and procedures that encouragement of a strong ethical environment which supports the values and principles through which business operations should be conducted within the Authority.

Internal Audit

The Board has established a dedicated Internal Audit department to offer internal assurance services to the Authority. The Internal Audit department is an independent assurance provider that undertakes reviews geared towards providing assurance and insight to the Board on matters relating to:

- Efficiency and effectiveness of risk management, control and governance;
- Reliability of financial and operational reporting;
- Compliance with policies, procedures and laws;
- Safeguarding assets of the Authority.

COMBINED ASSURANCE (CONTINUED)

The Audit and Risk Committee (ARco) approved an Internal Audit Charter which outlines the purpose, authority and responsibilities of the Internal Audit department. The Charter also establishes the independence of the Internal Auditors by defining the reporting role of the department directly to the Board through the Audit and Risk Committee. The Committee reviews and approves a 3 year Risk Based Internal Audit Plan and also provides oversight over the Internal Audit function and its reporting. The Board has committed to support and place reliance on the work of Internal Audit as an integral resource to insights on the Authority's governance, risk management and control processes.

External Audit

As prescribed by the Gambling Act of 2012, the Authority is required to engage services of an external auditor whose responsibility is to examine the financial statements of the Authority and provide an opinion on whether they provide a true and fair reflection of the authority's financial position. The external auditors work with internal audit to ensure that there is no duplication of efforts and also to ensure that collectively there is adequate assurance coverage.

Anti-Corruption Policy and Whistle-blowing Hotline

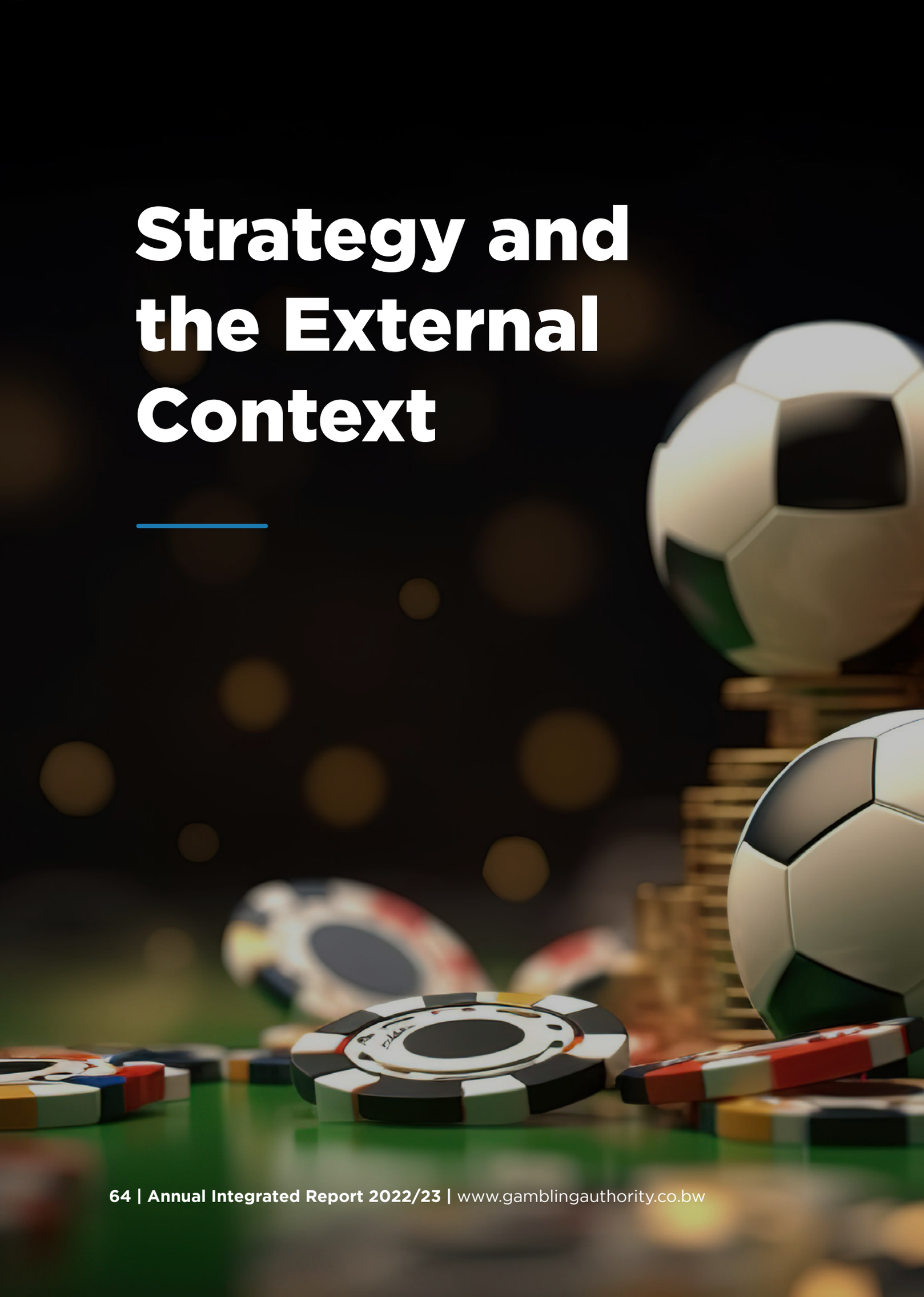
The Gambling Authority has adopted a zero-tolerance stance to fraud and unethical business practices. In an endeavor to dissuade unethical business practices, fraud and to promote transparency, the organisation has adopted an Anti-Corruption Policy and an independent Whistle-blowing Service through which wrongdoing may anonymously be reported. The Policy defines the various reporting mechanisms and provides for the protection of whistleblowers.

I want people to understand, gambling is not a bad thing if you do it within the framework of what it's meant to be, which is fun and entertaining."

– Michael Jordan



Strategy and the External Context





"All the evidence shows that God was actually quite a gambler, and the universe is a great casino, where dice are thrown, and roulette wheels spin on every occasion."

Stephen Hawking

Strategy and the External Context

In line with its commitment to fostering a diversified, compliant, and safe gambling industry, the Gambling Authority proudly presents its five-year strategy (2023-28) focusing on the strategic initiatives and external context that define our commitment to fostering a diversified, compliant, and safe gambling industry in Botswana. With a new strategy in place, we are dedicated to ensuring responsible gambling practices, and regulatory compliance, and contributing to the socio-economic development of Botswana.

Strategic Vision, Mission, and Values

Vision Statement
A diversified, compliant, and safe gambling industry.

Mission
To effectively regulate the gambling industry and promote responsible gambling.

Values
Transparency: Upholding openness and clarity in all regulatory processes.

Integrity: Ensuring honesty, fairness, and ethical behavior in the gambling sector.

Innovation: Embracing creative and forward-thinking approaches to regulation.
Legislative Foundation

The Gambling Authority was established in accordance with the recommendations outlined in the Gambling and Gambling Policy for Botswana, Government Paper NO. 6 of 2002. The legislative foundation was laid by the Gambling Act No. 7 of 2012, effectively repealing the Casino Act and the Lotteries and Betting Act. This move was instrumental in consolidating and streamlining the regulatory framework, aligning it with contemporary industry standards.

Regulatory Mandate
The core responsibility of the Authority is to regulate the gambling industry in Botswana. This encompasses the issuance of licenses, ensuring compliance with license conditions, and fostering an environment of fair and safe gambling across the nation. The regulatory framework is designed to uphold socially and internationally acceptable operational requirements and standards.

In addition, the Authority is an active member of the International Association of Gambling Regulators (IAGR). The incorporation of relevant IAGR aspects into the regulatory framework adds a global dimension to our jurisdiction, ensuring that Botswana's gambling industry aligns with international best practices.

Contribution to National Development
The Gambling Authority plays a pivotal role in contributing to Botswana's transformational agenda and socio-economic development. This is achieved by diversifying the gambling industry through the development and implementation of a responsive licensing regime and by promoting responsible gambling practices.

Strategy and the External Context



Figure. 9.

Strategic Planning

The Authority successfully concluded its first strategic plan (2017-2022) in March 2022. Subsequently, recognizing the dynamic nature of the industry and aligning with national imperatives such as the Transitional NDP, Resent Agenda, and Vision 2036, the Board formulated a new five-year strategy for 2023 - 2028.

The strategic plan aims to capture emerging market opportunities and align the Authority with the evolving national landscape. Recognizing the need for adaptability, the Board has committed to reviewing the strategy biennially, ensuring continuous alignment with environmental changes and adjustments to the Ministry of Trade and Industry's strategy.

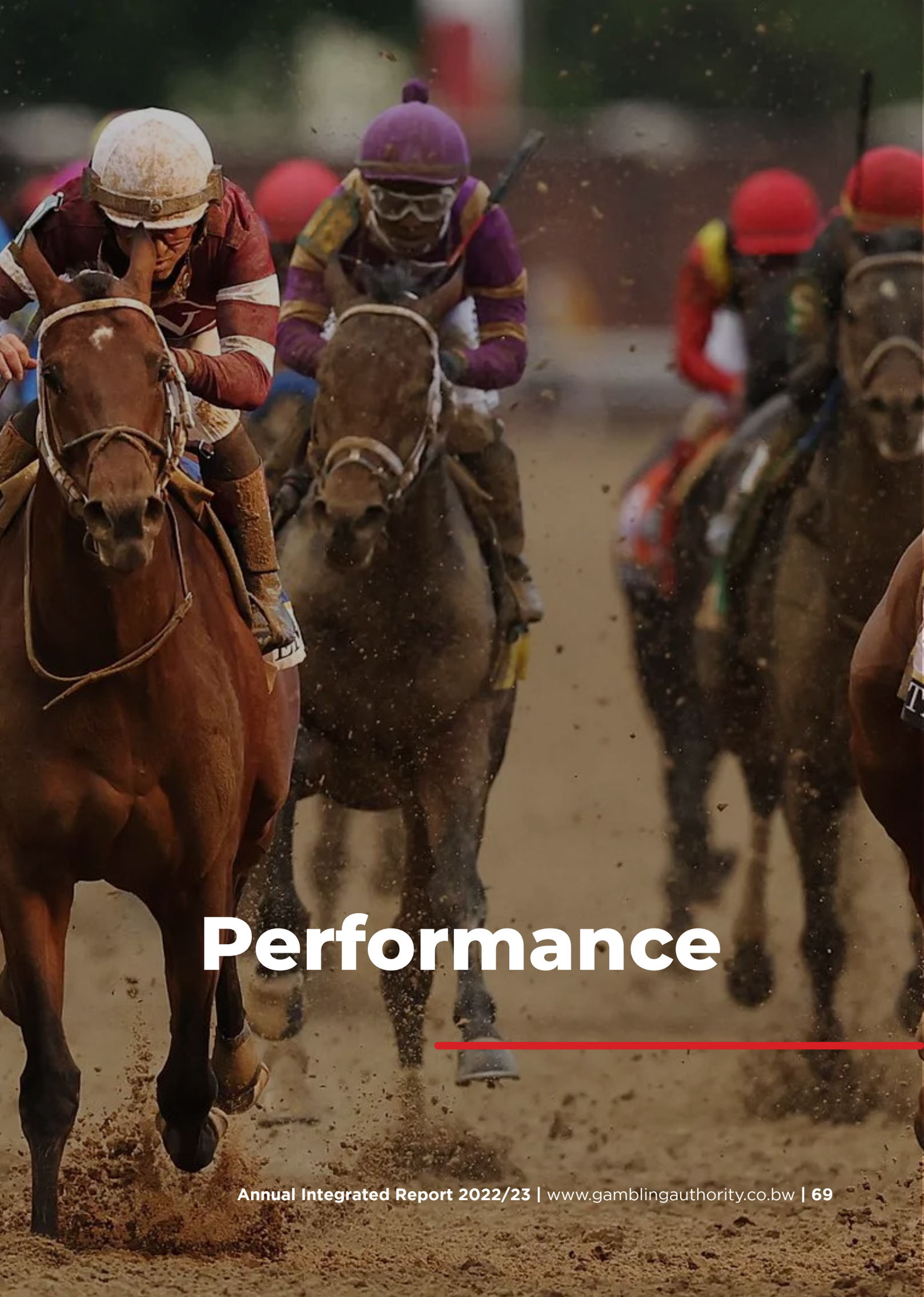
Conclusion

The Gambling Authority remains steadfast in its commitment to fostering a gambling industry that not only adheres to the highest regulatory standards but also contributes significantly to Botswana's socio-economic development. As we move forward under the new strategic plan, we look forward to the continued support of stakeholders and the realization of our vision for a diversified, compliant, and safe gambling industry in Botswana.



Once you start thinking you have nothing left to learn, you have everything to learn."

Steve Badger



Performance

Operations Performance

During the period under review, the Authority focused on regulatory compliance through the implementation of several innovative internal and external initiatives. These improved overall governance and supervision of the gambling sector. In fulfilling its responsibility for effective supervision, regulation, and protection of the industry, the Authority was in charge of issuing gambling industry licenses, evaluating promotional competitions, and private lotteries. The screening of applicants is conducted to ensure that only individuals who are fit and proper participate in the industry. The Authority continues to further strengthen its Anti-Money Laundering/Counter Financing of Terrorism and Counter-Proliferation Financing (AML/CFT/CPF) supervision, to ensure effectiveness in the mitigation of Money Laundering and Terrorism Financing and Proliferation Financing ML/TF/PF risks relating to gambling services.

Licensing Services

Licensing of Gambling Industry Employees

Casino Employees

During the period under review, the Authority considered and approved a total of 262 gambling industry employee license applications. Out of the 262 applications received, 23 were for new employees, while 239 were for annual fit and proper checks.The information is summarised in figure 6 below.

In the previous year (2021/2022), the Authority received a total of 318 applications. Among these applications, 19 were new applications, while 299 were applications for annual fit and proper checks.

There was a significant decrease of 25% in the number of applications for annual fit and proper checks during the period under review. This decrease can be attributed to the reduced operational hours of the casino due to the COVID-19 pandemic, which resulted in job losses.

The below illustration outlines the year-to-year comparison for Casino Employees applications received:

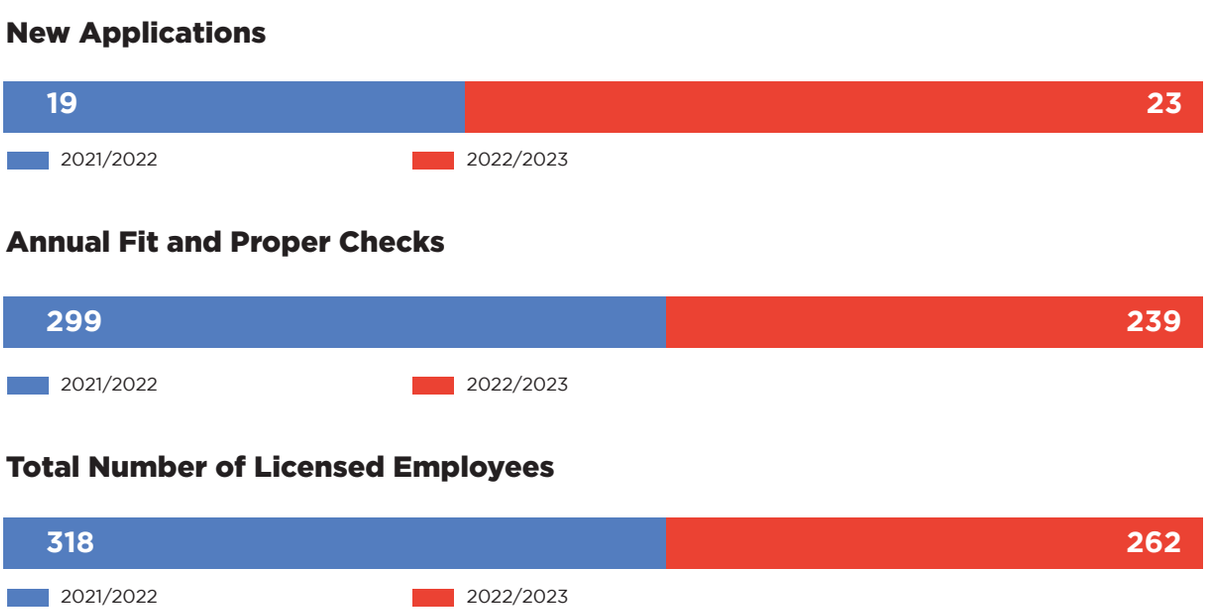


Figure. 10.

Service Provider Employees

During the period under review, the Authority reviewed and granted a combined total of 11 applications for annual fit and proper checks for Service Provider employee licenses, encompassing 2 newly submitted applications. In the previous year, the Authority received and considered applications for 4 annual fit and proper checks.

Figure. 11 below outlines the year-to-year comparison for Service Provider Employee Applications received:

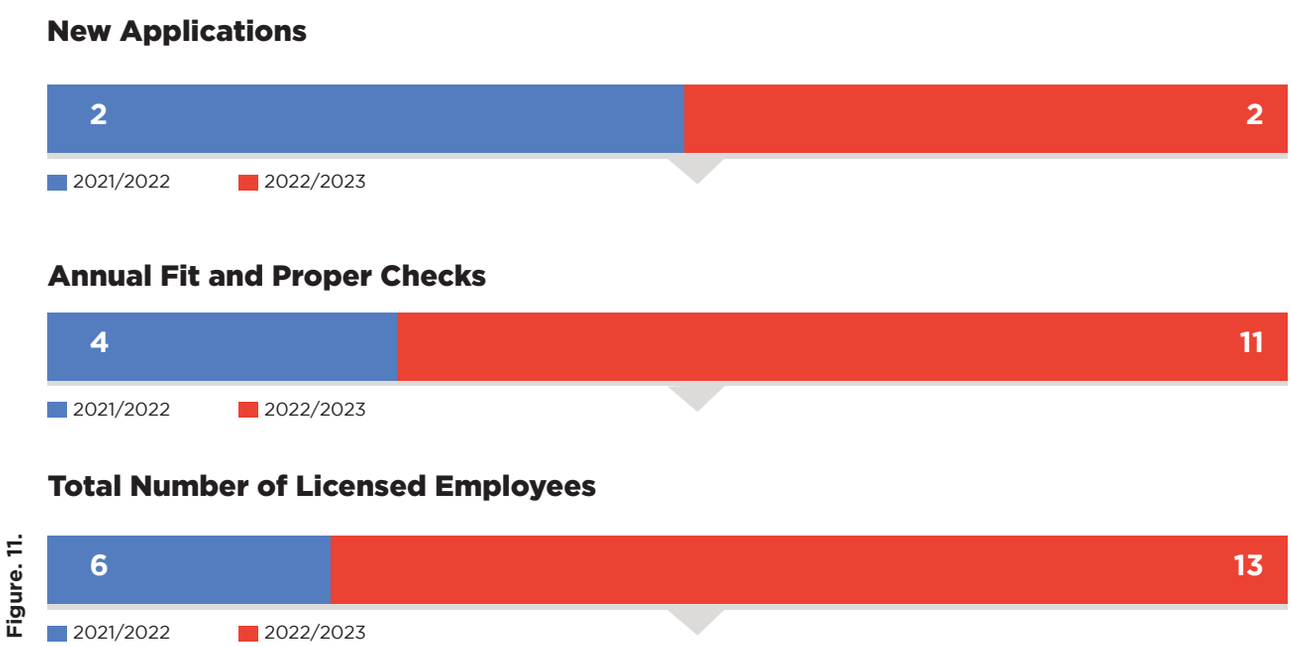


Figure. 11.

Promotional Competitions

A Promotional Competition means a lottery conducted to promote the sale or use of any goods or services. In accordance with Section 67 of the Gambling Act, 2012, the Authority is mandated to regulate all Promotional Competitions. The following Promotional Competitions were considered by the Authority during the financial year 2022/2023:

Figure. 12.1.

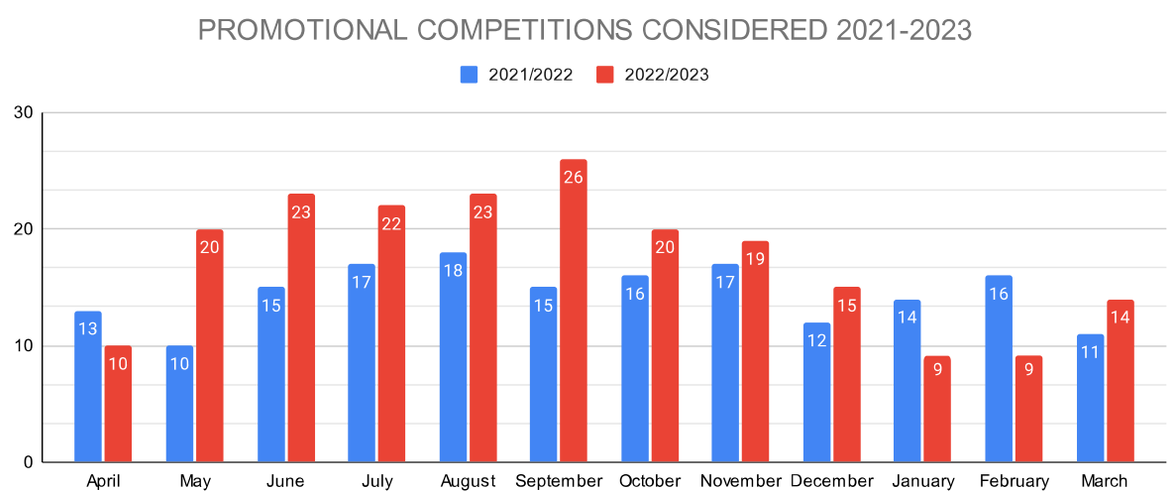


Figure. 12.2.

Promotional Competitions Considered 2021/2022

174

Promotional Competitions Considered 2022/2023

210

Summary Of Promotional Competitions Considered During The Financial Year 2022/2023 In Comparison To The Previous Financial Year

Figure 12.1 and 12.2 indicate that the total number of promotional competitions considered increased from one hundred and seventy four (174) in 2021/2022 to 210 in 2022/2023. It was noted that there was a decline in the number of promotional competitions considered during the fourth quarter of the financial year 2022/2023 as compared to the same period during the financial year 2021/2022 the reasons for the decline cannot be determined.

When comparing the two (2) years, the following trends were observed:

In 2022/2023, there was a higher number of promotional competitions in the months of May, June, July, August, and September compared to the previous year.

However, in April, October, November, December, and January, there were fewer promotional competitions in 2022/2023 compared to 2021/2022.

The month of February had the same number of promotional competitions in both years.

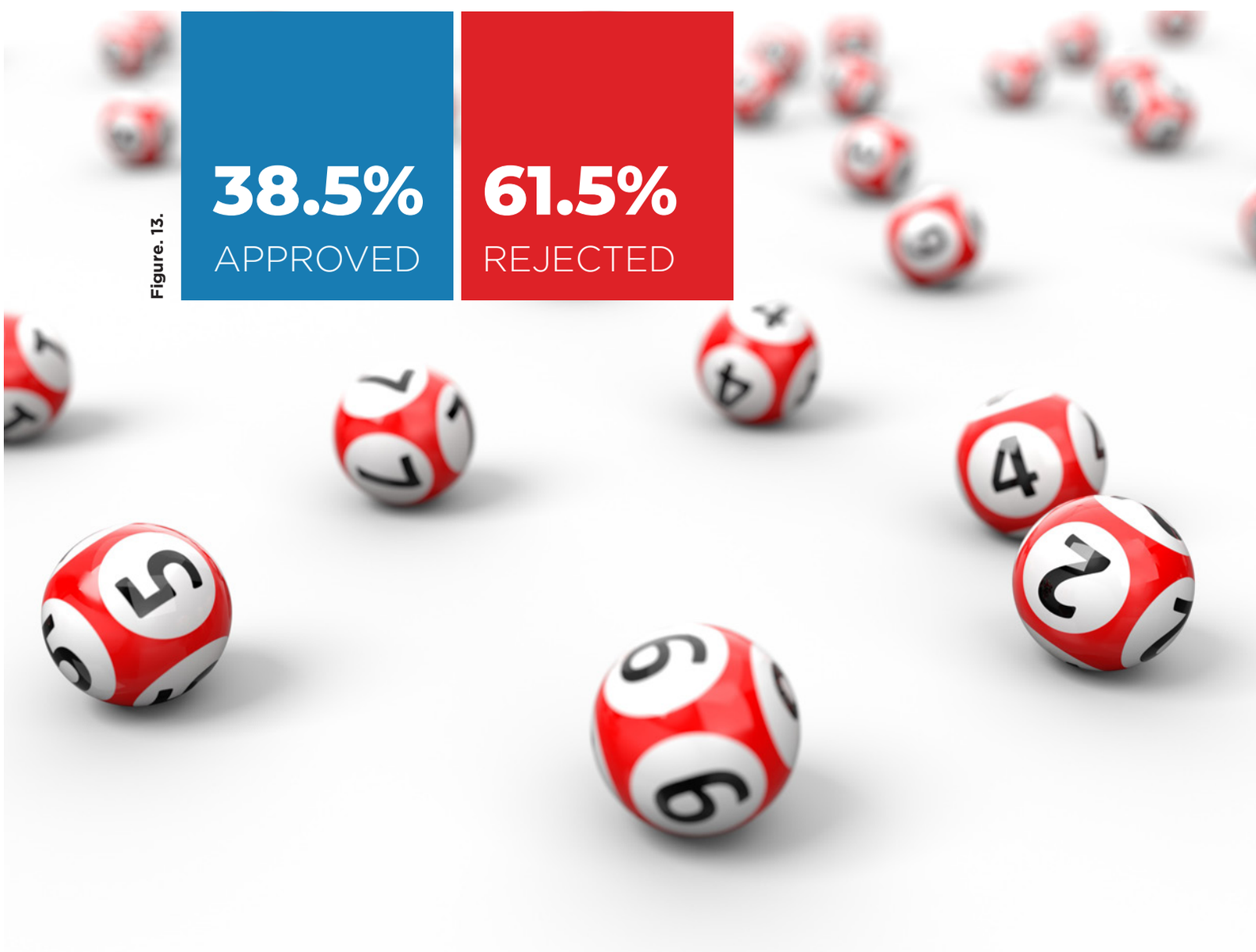
Lastly, in March, there was an increase in the number of promotional competitions in 2022/2023 compared to 2021/2022.

Overall, the table indicates a general increase in the number of promotional competitions considered in 2022/2023 compared to the previous year, with some months experiencing substantial changes while others remained relatively the same.

Private Lotteries (Raffles)

The Authority mostly considers private lottery requests from charitable organisations and churches. The year under review was still characterised by a low number of requests. This could be attributed to a lack of awareness of the regulation of private lotteries. The Authority considered thirteen (13) applications during the period under review. Five (5) private lotteries were approved whilst eight (8) were rejected.

Figure. 13.



Service Providers

During the reporting period, the Authority received and reviewed six (6) annual fit and proper applications for Validity of Registration from Service Providers. In the previous year, the Authority received eight (8) applications for renewal of annual fit and proper. There were no new applications received for either of the years.

The below table outlines the year-to-year comparison of Service Providers' applications received:

Service Providers' Applications Received

2021/2022	2022/2023
6	8

Figure. 14.1.

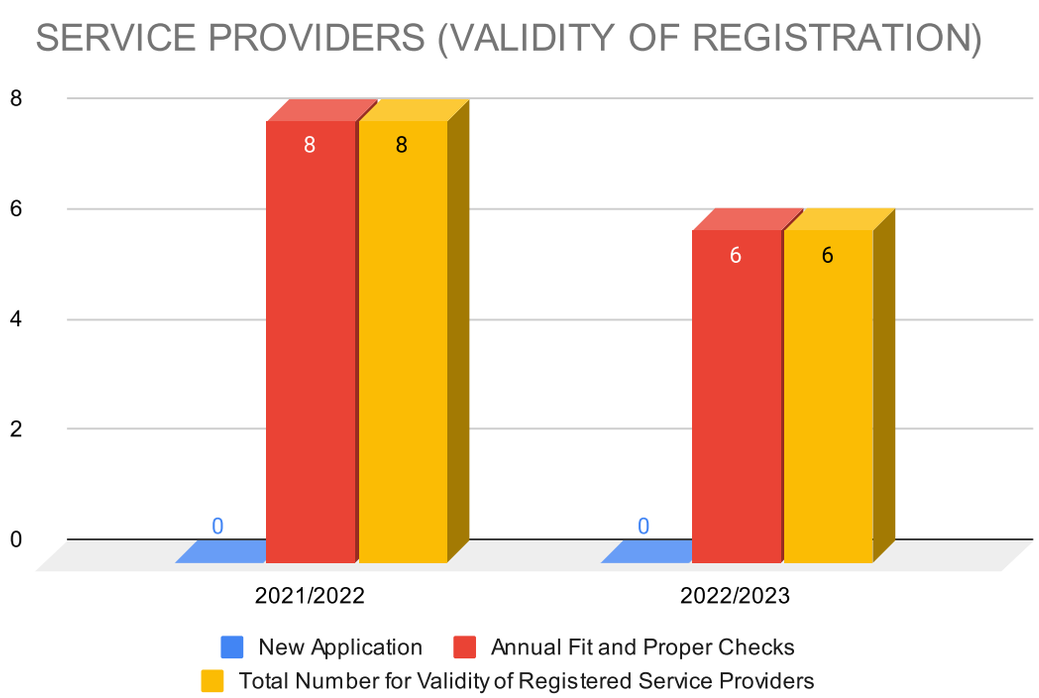


Figure. 15.2.

Gambling Machines And Devices

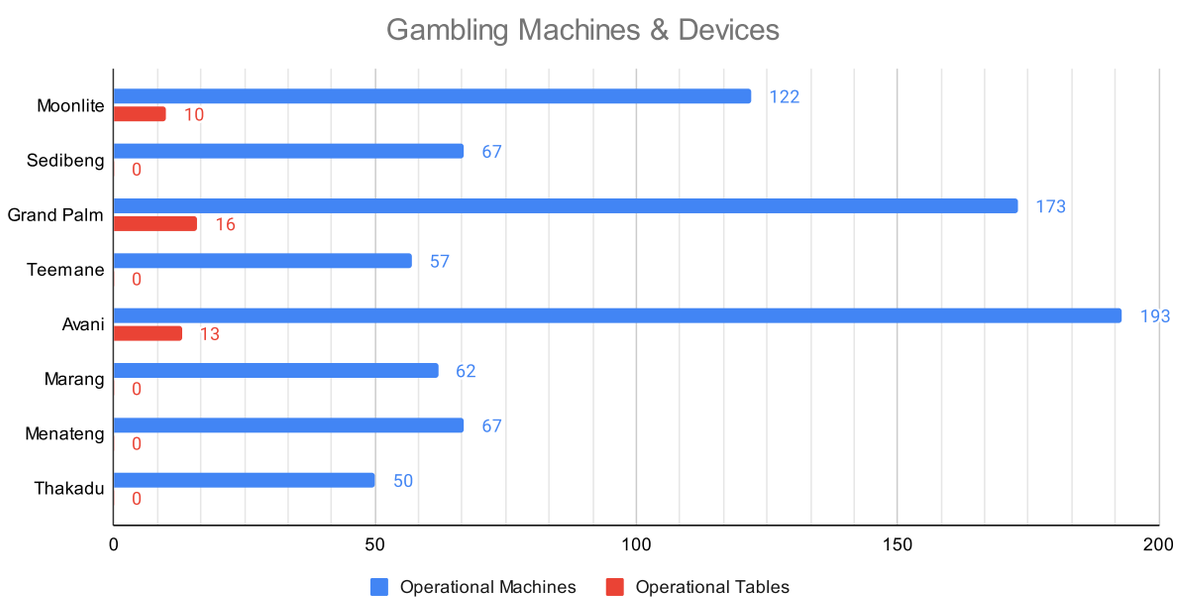
As per section 89 of the Gambling Act 2012, a person shall not own or possess any gambling machine unless it is licensed by the Authority. The table below shows the total number of gambling machines and tables in the country.

Figure. 16.1.

791 OPERATIONAL MACHINES

39 OPERATIONAL TABLES

Figure. 16.2.



Compliance And Monitoring

This specialised function is dedicated to overseeing and managing various aspects of compliance and monitoring, including;

Figure. 17.

- **Inspections** (General, targeted, and ad-hoc)
- **Casino Promotional Competition**
- **Gaming Equipment Disposal**
- **Approval of Shipment of Gaming Equipment**
- **Maintenance of the Casino Machine Register**
- **Enforcement Activities**
- **Anti-Money Laundering Efforts**
- **Counter Financing of Terrorism**
- **Counter Financing of Proliferation Financing**
- **Levy Verification and Collection**



Casino Inspections

The Gambling Authority upheld regulatory compliance through comprehensive inspections, employing a risk-based methodology. In the reviewed timeframe, a total of nineteen (19) casino inspections were executed, as indicated in the provided table. This marks a 46.15% increase in inspection volume compared to the preceding reporting period. The inspections encompassed eight (8) general on-site inspections, seven (7) on-site follow-up inspections, three (3) licence renewal inspections, and one (1) follow up license renewal inspection.

Figure. 18.

19 Executed Inspections

46.15% Increase In Inspection Volume

Table. 10.

CASINO	TYPE OF INSPECTION		TOTAL
	General	Follow Up	
Avani Casino	On-site General Inspection (Full Scope) Date: 11th to 14th July 2022 On-site General Inspection (Licence Renewal) Date: 1st to 3rd March 2023	On-Site Follow-Up Inspection Date: 7th to 8th March 2023	3
Grand Palm Casino	On-site General Inspection (Full Scope) Date: 20th to 22nd July 2022	On-Site Follow-Up Inspection Date: 6th to 7th March 2023	2
Moonlite Casino	On-site General Inspection (Full Scope) Date: 20th to 22nd July 2022	On-Site Follow-Up Inspection Date: 6th to 7th March 2023	2

Casino Inspections (continued)

CASINO	TYPE OF INSPECTION		TOTAL
	General	Follow Up	
Menateng Casino	On-site General Inspection (Full Scope) Date: 26th to 28th July 2022	On-Site Follow-Up Inspection Date: 13th to 14th March 2023	2
Teemane Casino	On-site General Inspection (Full Scope) Date: 12th to 14th July 2022	-	1
Marang Casino	On-site General Inspection (Full Scope) Date: 2nd to 4th July 2022 On-site General Inspection (Licence Renewal) Date: 1st to 3rd March 2023	On-Site Follow-Up Inspection (Licence Renewal) Date: 1st to 3rd March 2023	3
Marang Casino	On-site General Inspection (Full Scope) Date: 26th to 28th July 2022	On-Site Follow-Up Inspection Date: 13th to 14th March 2023	2
Sedibeng Casino	On-site General Inspection (Licence Renewal) Date: 6th to 7th April 2022 On-site General Inspection (Full Scope) Date: 2nd to 4th July 2022	On-Site Follow-Up Inspection (Licence Renewal) Date: 9th to 10th June 2022 On-Site Follow-Up Inspection Date: 1st to 3rd March 2023	4
Kings Casino	-	-	-
		TOTAL	19

Table. 10.

Casino Requests

The oversight of all casino operations is a responsibility upheld by the Authority. Within this scope, the Authority evaluates requests from casinos for modifications pertaining to the gaming floor, gaming devices, and procedures. Notably, there has been a 60% surge in such requests compared to the previous reporting period. This rise can be linked to the Authority's heightened monitoring efforts. Figure 19.2 and 19.3 depicts casino request during the period under review and previous financial year.

Figure. 19.1.

60%

Surge in Casino Requests

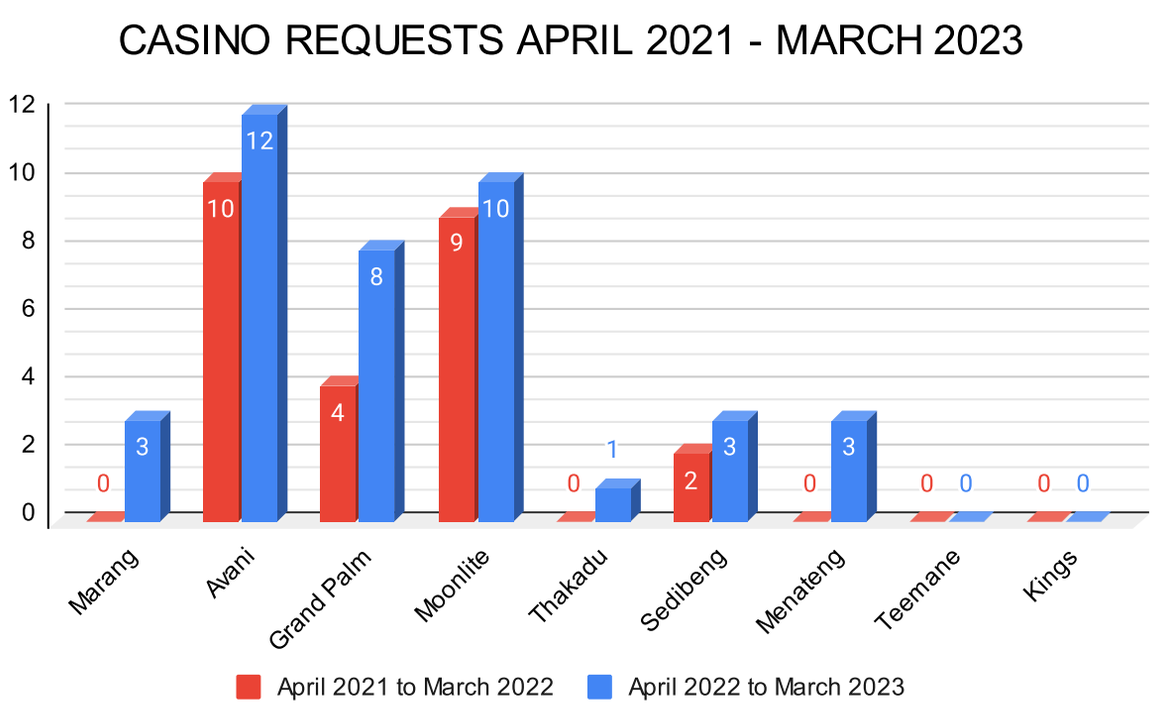


Figure. 19.2.

Figure. 19.3.

April 2021 to March 2022

25

April 2022 to March 2023

40

Casino Promotional Competition

All Casino operators licensed by the Authority are obligated to obtain approval in order to conduct casino promotional competitions. This procedure is crucial to guarantee secure gaming environments and customer protection within casinos. Consequently, the Authority meticulously evaluates the mechanics governing these casino promotional competitions.

The data presented in the table indicates a ***6.25% reduction*** in the quantity of casino promotional competitions within the current review period, in contrast to the preceding one. Figure 20.1 and Figure 20.2 depict casino promotional competitions for the period under review and previous financial year.

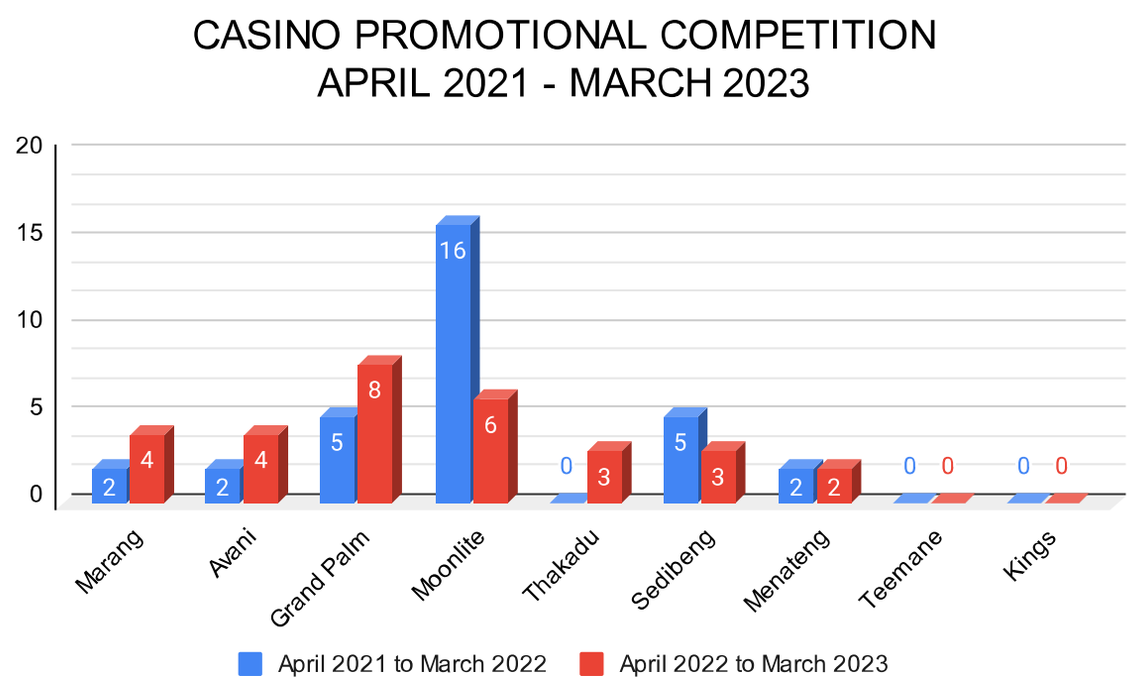


Figure. 20.1.

Figure. 20.2.

April 2021 to March 2022	April 2022 to March 2023
32	30

Machine Disposal

The Authority is responsible for overseeing the disposal of gaming machines and devices. In the period under review, the Authority disposed a total thirty (30) machines; twenty-one (21) machines from Sedibeng Casino and nine (9) machines from Menateng Casino.



Transportation of Approved Gambling Equipment

During the period under review, the Authority has received requests to import new gambling equipment into Botswana as reflected by the following tables. The Authority has noted a significant increase in these requests as in 2021/2022 only sixteen (16) were considered and approved while in 2022/2023, forty-one (41) were considered and approved.

Transportation of Approved Gambling Equipment

Table. 11.1.

April 2021 to March 2022				
Service Provider	**Shipment**			
	Slots Machines	**Tables**	**Game Software/Kits**	**Others**
SG Gaming Africa (Pty) Ltd	-	-	Five (5) gaming software	One (1) progressive controller
TCS John Huxley (Pty) Ltd	-	-	-	Ten (10) Layouts
TOTAL				**16**

Table. 11.2.

April 2022 to March 2023				
Service Provider	**Shipment**			
	Slots Machines	**Tables**	**Game Software/Kits**	**Others**
TCS John Huxley (Pty) Ltd	-	-	Three (3) gaming software	Eleven (11) table layouts
SNB Investment (Pty) Ltd	Eight (8) slot machines	-	-	-
Scientific Gaming Africa (Pty) Ltd	Eighteen (18) slot machines	-	-	-
umAfrika (Pty) Ltd	Nine (9) slot machines	-	-	-
Novomatic Africa (Pty) Ltd	-	-	Six (6) gaming software	-
IGT	Four (4) slot machines	-	-	-
	21		**9**	**11**
TOTAL				**41**

Machine Register

In the period between 2021/2022 and 2022/2023, there was a decline in the number of operational machines due to casinos facing challenges as their machines required maintenance, and there was difficulty in sourcing spares as some of the machines were outdated and obsolete. This information is depicted in table 12 below.

Table. 12.

Subject	2021/22	2022/23
Number of operational machines	**752**	**673**
Number of operational tables	**40**	**37**
Number of spare machines	**91**	**129**
Number of spare tables	**5**	**11**
Total	**888**	**850**

Enforcement

The Authority continues to ensure compliance through enforcement of the Gambling Act and Gambling Regulations. During the period under review, the Authority received only one (1) complaint against a Casino. The Authority further received two(2) complaints for promotional competition of which investigations on the matters were conducted and resolved. Moreover, the Authority received a tip off on the use of illegal gambling machines, through collaboration with law enforcement agencies the Authority was able to confiscate and destroy these machines.

AML/CFT/CPF

Despite Botswana's exit from the Financial Action Task Force (FATF) grey list, the country's Anti-Money Laundering/Counter Financing of Terrorism/ Counter Financing of Proliferation (AML/CFT/CFP) reforms continue to be monitored by the FATF Style Regional Body, the Eastern and Southern Africa Anti-Money Laundering Group (ESAAMLG). In this regard, to ensure sustainability, Botswana developed a Post Grey Listing National Plan, with action items that have timelines. The plan was developed out of the Recommendations of the Botswana On-site Assessment. It is therefore critical that the country maintains the momentum in the implementation of the AML/CFT/CPF framework so that the country is in a good position during the next Mutual Evaluation, scheduled for 2027. The Gambling Authority as a Supervisory Authority for the gaming sector is obligated to implement and maintain a continuous risk based supervisory framework in achieving the objectives of the Post Grey Listing National Plan.

In view of the above, please find below updates on the Post Grey List National Action Plan for the period under review:

ACTION ITEM	ACTION ITEM UPDATE
Supervisors to continue with awareness-raising and outreach activities to Financial Institutions and Designated Non-Financial Business Professions (DNFBPs) with a specific focus on high-risk entities, to ensure they are taking preventive measures and complying with their requirements, through internal training and regular updates to their risk assessments.	The following interventions have been deployed by the Authority in an effort to raise awareness; 1. Following the amendments of the Financial Intelligence Act 2022 the Gambling Authority in collaboration with the Financial Intelligence Agency on the 12th of May 2022, sensitized the Casinos industry on key changes introduced by the F.I. Act 2022. **Impact** Since the capacitation, the Gambling Authority has received revised AML/CFT/CPF Compliance Programs from the sector, in line with the current legislation.

Table. 13.

AML/CFT/CPF

ACTION ITEM	ACTION ITEM UPDATE
	2. Conducted a refresher training for one of the Casinos Management on the 26th of August 2022. The training was to enable them to further understand their obligations under the FI Act for effective implementation thereof. The scope of the training covered the following; a. ML/TF/PF Risk Assessment b. Customer due diligence procedures c. Record Keeping d. AML/CFT/CPF Training e. Cash Transactions and Suspicious Transaction Reporting f. Independent audit g. United Nations Security Council (UNSC) Sanction List Screening **Impact** Post the awareness program, the compliance level of the Casino has since improved as they were able to appoint a Compliance officer and provided a revised compliance program in line with the legislation 3. Use of radio stations during the consumer fair held from the 29th of August to the 4th of September 2022 to sensitize the public on the Casinos requirements as per the Financial Intelligence Act, 2022 as read with the Financial Intelligence Regulations and the expectation from the Consumers to assure compliance of the Casinos.

Table. 13. Continued

AML/CFT/CPF

ACTION ITEM	ACTION ITEM UPDATE
To continue guiding, supervising, and providing feedback to the DNFBP sectors, to increase the types/quality of the STRs received in line with the risk profile of Botswana. 1. Outreach 2. inspections	As per feedback from the Financial Intelligence Agency regarding low reporting of Cash Transactions (CTRs) and low quality of Suspicious Transactions (STRs) reported by the Casino sector, the Gambling Authority in collaboration with FIA conducted an awareness in which the sector was sensitized on the use of the goAML platform (reporting of CTRs and STRs) and the suspicious transaction red flags associated with the sector. All eight (8) Casinos as regulated by the Authority were in attendance. **Impact** Following the awareness program, the FIA noted an improvement in the Casino sector's CTR reporting, with most casinos now accurately logging their transactions. There was also a marked enhancement in the quality of the submitted STRs.
To continue with: i. Outreach and training to reporting entities in relation to Proliferation Targeted Financial Sanctions obligations (screening, freezing, reporting, etc.), to DNFBPs.	On the 25th of March 2022, the Authority sent out a cautionary letter to all Casinos reminding them of their obligations in implementing targeted financial sanctions as well as enforcement action that the entities will be liable for in instances of non-compliance. Moreover, on the 12th of May 2022, the Gambling Authority in collaboration with the Financial Intelligence Agency hosted all eight (8) casinos for a refresher training in which, the implementation of targeted financial sanctions was covered as well as the highlights of the new provisions of the Financial Intelligence Act 2022 on failure to file returns (nil or positive).

Table. 13. Continued

AML/CFT/CPF

ACTION ITEM	ACTION ITEM UPDATE
	Impact Following the above mentioned interventions to improve the Casinos' compliance level in the implementation of targeted financial sanctions, the Authority has since seen an improvement in the turnaround time of all casinos when filing returns, in line with the provisions of the Financial Intelligence Act 2022 and the Financial Intelligence (Implementation of United Nations Security Council Resolutions) Regulations 2022
To keep on; a. strengthening supervisory efforts, and to b. fully apply a risk-based approach to its supervision for Designated Non-Financial Businesses and Professions	The Gambling Authority undertook a sectorial risk assessment of the Casino Sector using the World Bank Tool and initiated the process with an ML/TF risk questionnaire sent to all casinos. Information gathered, supplemented by data from stakeholders on ML/TF cases and transactions, contributed to the report. This assessment aids the Authority in prioritizing its supervisory efforts, and as per its 2022 plan, eight (8) onsite inspections were conducted from July 20th to August 5th, targeting medium to high-risk casinos. While no immediate sanctions were applied for non-compliances, remedial plans were set for casinos. By March 2023, 7 follow-up inspections confirmed casinos' substantial improvements in AML/CFT/CPF training, external audits, and the submission of detailed compliance programs.

Table. 13. Continued

AML/CFT/CPF

ACTION ITEM	ACTION ITEM UPDATE
To keep strengthening resources through- capacity building /Training of staff,	Aligned with the National Risk Assessment initiative, the National Coordinator's office coordinated training on Proliferation Financing, facilitated by the Royal United Services Institute (RUSI) from February 8th-9th, 2023. The objective was to enhance the capability of Chairperson and Co-Chairpersons from diverse working groups to identify and appraise Proliferation Financing (PF) risks and vulnerabilities. This resulted in a deeper comprehension of PF risk assessment and a clearer perspective on the associated risks. Regional Training Workshop on Money Laundering and Terrorist Financing Risks and Obligations of Designated Non-Financial Businesses and Professions (DNFBPs): AML/CFT Preventive Measures and Transaction Monitoring. From April 17th to 21st, 2023, the Authority participated in a virtual training organized by the AML/CFT ESCAY Project, focusing on the DNFBPs' risks and duties. This provided a deeper comprehension of DNFBPs obligations and insights into the ML/TF risks tied to the DNFBPs.

Table. 13. Continued

In addition to the above, the Gambling Authority is currently taking part in the National Risk Assessment which is set for completion in August 2023. This is a process used to evaluate the risks associated with money laundering, terrorist financing, and proliferation financing within a jurisdiction, and to develop strategies to mitigate those risks. The exercise is conducted using the world bank tool which consists of 16 modules. The Gambling Authority is part of the following modules;

a. Module 2- National Vulnerability
b. Tax Crimes
c. Module 7- Designated Non-Financial Businesses and Professions (DNFBPs) of which the Authority is Chairperson.

Levies 2022/23

REVENUES

There are two primary sources of casino revenue:
a) Income generated from slots and tables, contributing to the gross gambling revenue (GGR).
b) Fees collected from casino players as entrance charges.

SUMMARY OF REVENUES

The table provided below offers a concise overview of the casinos' revenue performance during the reviewed year:

Table. 14.

	GGR		ENTRANCE FEES		RESPONSIBLE GAMBLING CONTRIBUTION	
Licensee	**2021/2022**	**2022/2023**	**2021/2022**	**2022/2023**	**2021/2022**	**2022/2023**
Grand Palm	70 655 012.30	91 463 711.26	1 052 260.00	1 353 029.00	3 098 904.05	4 059 511.24
Avani Gaborone	41 861 533.37	47 987 233.90	482 210.00	572 220.00	1 836 032.17	2 130 322.40
Moonlite	39 558 860.03	43 955 158.70	546 733.00	738 124.00	1 735 037.12	1 951 106.22
Marang	7 637 833.03	8 199 580.21	155 280.00	165 900.00	334 992.68	364 079.81
Sedibeng	6 493 515.12	7 249 341.50	257 852.00	271 162.00	284 803.29	321 804.68
Menateng	3 730 355.55	4 408 848.46	141 660.00	150 520.00	163 612.09	195 724.65
Thakadu	1 537 332. 82	1 696 891.94	47 480.00	41 610.00	67 426.88	75 395.53
Teemane	2 259 074.03	1 223 456.66	59 410.00	42 000.00	99 082.19	54 127.07
Kings	-	-	-	-	-	-
	173 733 516.25	**206 184 212.63**	**2 742 885.00**	**3 334 565.00**	**7 619 891.06**	**9 152 071.61**

Levies 2022/23



Figure. 21.

THE TOTAL GROSS GAMBLING REVENUE

18.6%

GROWTH

RESPONSIBLE GAMBLING CONTRIBUTION AND ENTRANCE FEES

21.5%

INCREASE

The total gross gambling revenue for the financial year 2022/23 was **BWP 206 184 212.63** an **18.6%** growth compared to **BWP 173 733 516.25** collected the previous year. This also contributed to the increase in levies due to the Authority by **12.1%.** The Responsible gambling contribution and entrance fees increased by **21.5%** and **20.1%** respectively, compared to the previous year.

All casinos yielded desired results in terms of revenue. This is primarily due to the recovery of the economy from the adverse effects of the COVID-19 global pandemic.

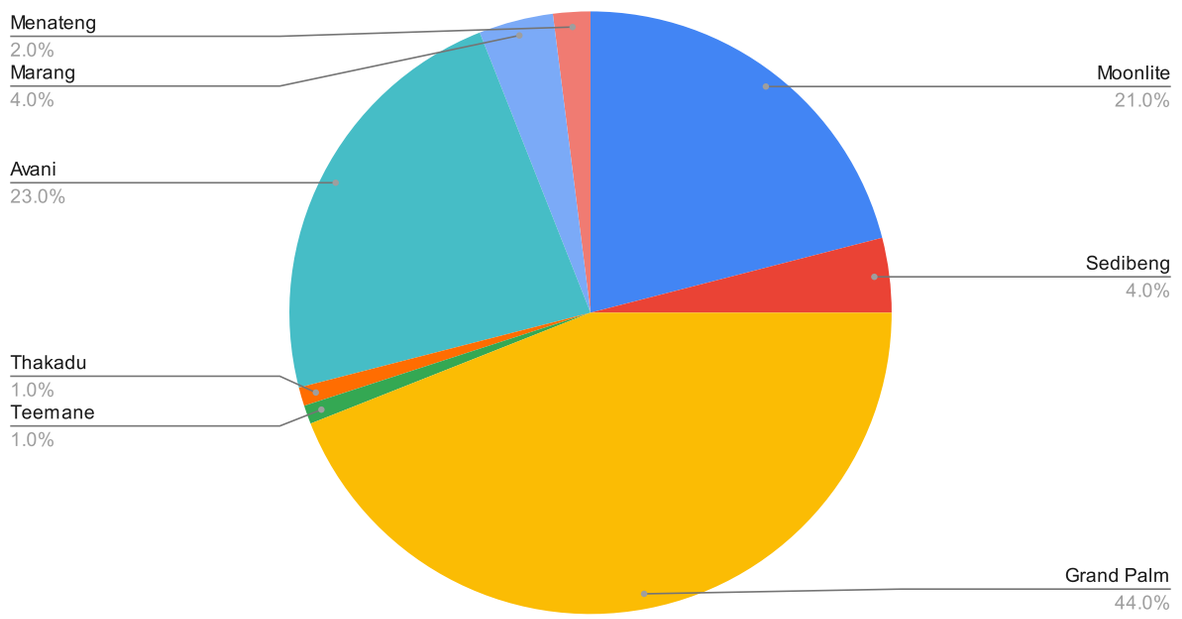
Levies 2022/23

PENALTIES

Penalties are imposed on licensees when found guilty of contravening Section 50 of the Gambling Act 2012. There was one casino that paid its levies late and was charged penalties. However, it must be noted that most Casinos pay their levies timeously.

MARKET SHARE 2022/23

Figure. 22.



The Grand Palm Casino continues to dominate the market with a 44% market share. It has increased from 40% to 44%. It is followed by Avani with 23%. Moonlite Casino has maintained its position as the third largest with a 21% share of the market. The Casinos that lead the market share are within the cities (Gaborone and Francistown).

PERFORMANCE OVER THE YEARS (2018-2023)

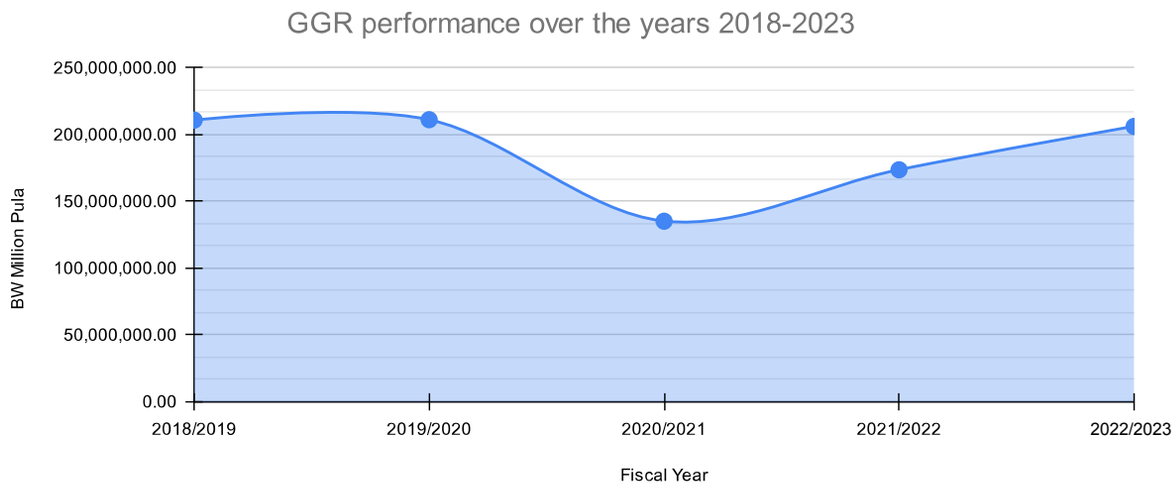


Figure. 23.1.

The Casinos' gaming revenue (GGR) has been experiencing growth from the year 2018 to 2023. However, the revenues drastically dropped in 2020 due to the Covid-19 pandemic. For the period under review, the casino revenues are evidently showing a recovery and gaining momentum.

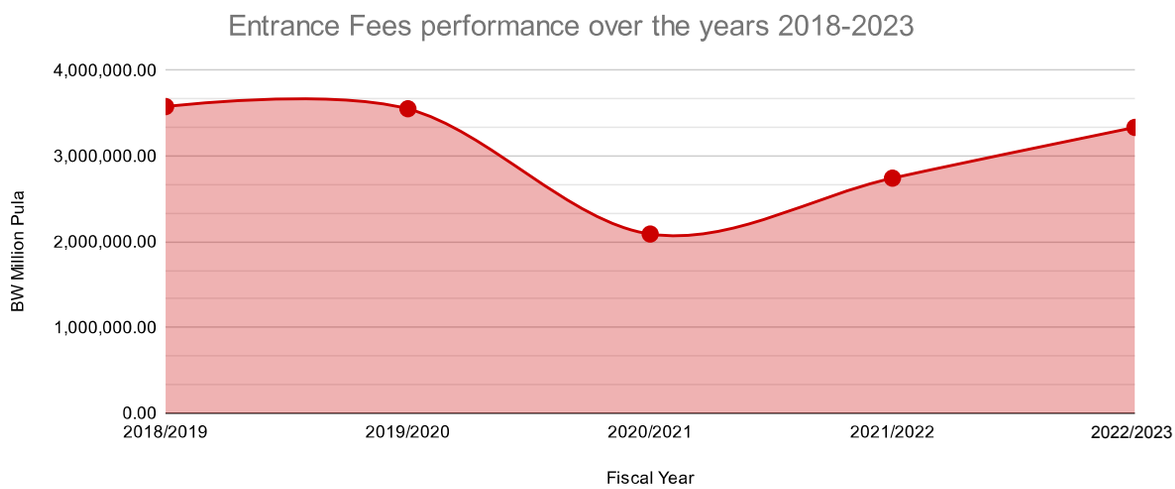


Figure. 23.2.

Figure. 23.3.

1.33% Average Growth of Entrance Fees Since 2018

The entrance fees grew on average by 1,33% from 2018 to 2023, though they were significantly affected by the Covid-19 pandemic in 2020. However, they have moderately recovered.

SUMMARY

Overall, casino revenues have improved in the period under review. The revenues which include the Gross Gaming Revenue (GGR) and entrance fees have increased over the years post Covid-19.





Legal and Regulatory Framework

THE NATIONAL LOTTERY LICENSE UPDATE

The Authority has concluded the National Lottery license negotiations with Ithuba Botswana (Pty) Ltd. Section 62(1) provides that the Authority may issue the license after consultation with the Minister of Trade and Industry. The Authority is therefore currently in consultations with the Minister in terms of this section.

The initial Preferred Applicant, Growmine Africa (Pty) Ltd had its Preferred Applicant status revoked and negotiations terminated due to its inability to fulfil a critical obligation of the requirements of the National Lottery Request for Application. Following this revocation, Growmine brought an appeal before the Ministry of Trade and Industry (the Minister) to have the decision of the Authority reviewed and set aside. In his decision, the Minister held that he did not have the jurisdiction to hear and determine the appeal.

Following the decision by the Minister, Growmine subsequently brought an application before the High Court to review and set aside the Minister's decision; and in the alternative, should the court find that the decision of the Minister is not subject to review (or is subject to review but the review of the Minister's decision is not successful) then;

To review and set aside the decision of the Authority to terminate the National Lottery negotiations with Growmine and revoke Growmine's status as Preferred Applicant. Their argument is that the decision to revoke Growmine's status as the Preferred Applicant based on the alleged failure to satisfy a key requirement of the Request for Applications (RFA) was irrational, unreasonable, unfair, and premature.

The matter is still before court awaiting hearing.

AMENDMENT OF THE GAMBLING ACT, 2012.

In 2017, Cabinet approved the proposed amendment of the Gambling Act, 2012 (the Act) through a Presidential Directive CAB 16(B)/2017. It is pursuant to this directive that the Authority sought to amend the Act.

Following Cabinet's approval, the Authority, submitted its proposed amendments to the Gambling Act. These proposed amendments were inter alia made to:

a) Allow for the effective regulation, growth and diversification of the gambling industry.
b) Ensure Compliance with the Financial Intelligence Act, 2022 and FATF standards by adequately covering anti-money laundering set standards and requirements and consequently reduce the risk of financial crimes by introducing, amongst other things, provisions relating to matters such as beneficial ownership, financial offences, financial interest, fit and proper, controlling interest and the Know Your Customer (KYC) requirements.
c) Reduce the age restriction for persons permitted to participate in gambling activities and enter gambling establishments from **twenty one (21) to eighteen (18) years.**

The proposed amendments have been submitted to Attorney General's Chambers through the Ministry of Trade and Industry. The Authority continues to have regular engagements with the Ministry on the progress update. The Authority remains optimistic that the Act will be amended before the end of next year, 31 March 2024.



GAMBLING REGULATIONS,2016

As part of the review of the Gambling Legislative Framework, the Authority made numerous amendments to the Gambling Regulations, 2016. This was necessitated by both the review of the Gambling Act, 2012 and the revised and approved Licensing Plan. The Licensing Plan will allow for issuance of Request for Applications (RFAs) for the various licenses provided under Section 33 of the Act. Such licenses include the Betting (Bookmaker and Totalisator) Gambling Establishments- Gambling Machines with Limited Bets and Payout (LPMS) and Bingo. These have been scheduled to be issued and possibly licensed prior to the end of the year, 31 March 2024.

UPDATE ON THE NEW REGULATIONS

Lottery Regulations

a) Section 135(2)f of the Act provides that:
"The Minister may make Regulations for the conduct of the National Lottery and other Lotteries."
b) In light of this and the Authority's objective to issue the National Lottery License, the Authority drafted and submitted the Lottery Regulations to the Ministry of Trade and Industry. The Regulations are currently with the Attorney General Chambers.

Promotional Competitions Regulations

a) The Authority continues to receive a substantial number of applications from various entities seeking approval to conduct Promotional Competitions in line with Section 67 of the Act. In light of this, the Authority deemed it prudent to have Promotional Competition Regulations in place which will ensure that such competitions are fairly conducted and comply with the requirements of the gambling legislation.
b) The draft Regulations were submitted to the Attorney General Chambers and are currently at the final drafting stages.

Betting (Bookmaker and Totalisator) Regulations, Bingo Regulations and Gambling establishments - Gambling Machines with Limited Bets and Payout (LPMs) Regulations.

a) In line with the Authority's Licensing Plan, the Authority aims to issue out the Request for Applications (RFAs) for the various gambling licenses, including Betting (Bookmaker and Totalisator), Bingo and Gambling establishments - Gambling Machines with Limited Bets and Payout (LPMs).
b) The above will necessitate the promulgation of the Regulations that will govern them:
   i) Betting (Bookmaker and Totalisator) Regulations.
   ii) Bingo Regulations.
   iii) Gambling establishments - Gambling Machines with Limited Bets and Payout (LPMs) Regulations.
c) The Authority plans to commence working on the aforementioned Regulations in the first half of the following year.

"True luck consists not in holding the best of the cards at the table; luckiest is he who knows just when to rise and go home."

Tommy Cooper



Gambling Authority Has Zero Tolerance For Corruption

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Email: gamblingauthority@tip-offs.com
Website: www.tip-offs.com

Communication And Stakeholder Engagement Performance

Our objective is to actively engage and involve all stakeholders through effective communication of the Authority's mandate. This was achieved through the implementation of a comprehensive plan and the dissemination of packaged information that was designed to be engaging and appealing to stakeholders.

The organization endeavors to uphold positive relationships with stakeholders and consistently enhance this facet. According to the findings of a study we conducted, there was a noticeable enhancement observed in our communication outcomes, from a consolidated **average perception of 62% in the previous year to 72% in the year under review.**

Overall Perception by Stakeholders 2022-23

Perception	Current	Previous Year
Organisation role	85%	72%
Credibility	73%	69%
Good performing regulator	73%	65%
Image and Reputation	72%	67%
Economic Empowerment Driver	72%	63%
Overall Satisfaction	71%	67%
Leading Brand	66%	62%
Personal Impact	69%	62%

Table. 15.

It stood out that respondents whose main word association is Lottery, tended to rate the Authority low in most metrics, as positive to them means an active lotto.

In overall, all measurement metrics performed well, including the three that scored below 70%, Leading brand **(66% vs 62%)**, and Personal Impact **(69% vs 62%)**, which were still in the moderate to a positive trajectory. The personal impact score had the biggest growth amongst the moderate perception scores at 11% growth, which shows a lot of promise in efforts to turn this positive.

The Authority will, through its stakeholder's engagement and communication strategy, put in place concerted efforts in promoting the cues that will win the negative perceptions over, such cues as improved service communication, sharing of our success stories, consultations, media presence, and local involvement even as the Lottery Licensing process remains delayed.

Stakeholder Relationship

The following table present an overview of the primary stakeholders involved in our organisation, delineating the nature of our associations with them and outlining the outcomes attained throughout the year as a result of our communication and engagement endeavors.

Stakeholder	Relationship with Authority
Ministry of Trade, and Industry	Ministry of Trade and Industry is the parent Ministry and collaborates with the Authorities to make sure it achieves its mandate. This includes also participating in activities hosted by the ministry. The Authority continued being an active partner to the Ministry's youth and people with disabilities initiatives.
Botswana Police and FIA	The Authority has established close relationships with the Police and Financial Intelligence Agency (FIA), which has been vital in addressing issues of illegal gambling, Anti-money laundering and terrorism as well as counter proliferation financing.
Casinos and Gambling Association of Botswana	These are the establishments where punters are legally allowed to partake in gambling activities and the Authority maintained strong contact with these establishments, throughout the year on regulatory and compliance matters as well as on matters of responsible gambling.
Media Houses	The major role of these is to disseminate communication to various stakeholders and the Authority has been keeping them updated, including through a media brief addressed by the Chief Executive Officer and through media releases. The Authority has a standing policy of responding to all media enquiries within 48 hours
Gamblers/ Punters	This refers to players at casino establishments and the Authority, through its Operations Division, maintains an up-to-date record of all gamblers in Botswana as well as an exclusion register, which is a requirement of the Gambling Act, 2012. The Authority is currently working on developing a self-help portal for punters and their families.
Counselling Centers	The counseling centers plays a very vital role as they support the Responsible gambling wing of the Authority. We continue to engage each other on the best way forward for our gambling landscape.
Parliament and Cabinet	Parliament and cabinet are very vital as the Authority is currently working on reviewing of the Gambling Act, 2012 and passing some regulations that will guide operators and players in the gaming space of Botswana.

Table. 16.

Stakeholder Relationship

Stakeholder	Relationship with Authority
Business Botswana	This is an organization that maintains relationship between the Authority and the business community in Botswana's Landscape and the Authority maintains a cordial relationship with them. The Authority participated at the Business Botswana's Northern Trade Fair, where it was awarded Second Position in the Regulators/ Parastatals Category
Gamblers Association of Botswana	This is a community that includes people who have taken part in gambling activities and works together with the Authority giving insights on how to work best with Casinos and punters. The organization is struggling as they do not have an office from where to operate and members lack the energy to drive it.
Employees	These are the Authority workers, and they are updated and engaged on any changes within the organization.
The public	This is the society, and the authority has maintained great relations with the public. These are people who can be affected by the decisions of the Authority, either directly or indirectly and they must be notified of decisions all the time. The Authority does so by publishing articles and broadcasting messages and awareness through mass media campaigns, such as the ***Motshameko O Phepa*** countrywide campaign.
Ministry of Health and wellness	We will continue our engagement with the ministry, particularly on issues of responsible gambling, and the possibility of using Sbrana Psychiatric Hospital and other facilities. The Ministry of Health and Wellness, also on sat the Gambling Authority Reference Group for responsible gambling research.
IAGRA	The Authority will be hosting the International Association of Gaming Regulators Conference 2023, an engagement with the parent body has been on-going to ensure a smooth conference that will position Botswana as a Meetings, Incentives, Conferences and Exhibitions (MICE) destination, as per Government position.
Ministry of Finance	The Ministry of finance is a crucial stakeholder, and it keeps good relations with the Authority In dealing with money laundering.
Gambling Regulators African Forum (GRAF)	The Authority is part of GRAF that provides a forum in which regulators can meet to exchange views and information and discuss policy on gaming matters and liaise with any foreign or international body having any objectives like the objectives of the forum. GRAF is important as it serves as a focal point for inquiries by authorities and international organisations with similar or related objectives and most importantly it promotes responsible gambling which is a big objective for the authority as well.

Table. 16.



OUTLOOK

OUTLOOK

We hold a positive outlook on the establishment of a dynamic, safe, and responsible gambling entertainment culture among our eligible stakeholders. According to the perspective of the Authority, when appropriately executed and implemented, the benefits of the diversified and safe gambling industry significantly outweigh the potential risks. Moreover, as we continue to issue more licenses, our aim is to fully unleash the socio-economic potential of the industry. To achieve this, we will persistently evaluate the readiness of the Botswana market in order to offer a wider range of gambling options, all while maintaining a well-balanced approach to regulatory matters. By the end of our strategic planning period (2023-2028), our vision for the gambling landscape is depicted below:



Figure. 24.

Gambling Industry Value Chain

The coming five-year period is expected to witness a significant expansion and consolidation of the safe gambling industry value chain, rendering it an appealing prospect for investment. The revised Gaming and Gambling Policy for Botswana, as well as several reviews of the Gambling Act, and Regulations, are expected to lead to a resurgence in the activity within the gambling industry.

Industry/Sector	Government	Private	Private
Tier/Level	1st	2nd	3rd
Role/Opportunity	***Regulator:*** Gambling Authority ▪ License Manufacturers, operators and gambling industry employees ▪ Regulate industry ▪ Collect Fees and Taxes ▪ Creates jobs Botswana Bureau of Standards (BOBS) ▪ Accreditation of Testing Agents Processes Manufacturer/Employees Licences ▪ Manufacturers/Employees apply to GA ▪ GA licenses employees, machines and devices ▪ The Industry contributes to the treasury in taxes ▪ The industry contributes to well being of the country by creating employment, training and skills transfer. Operator Licence ▪ Minister approves licensing areas ▪ GA issues out RFA ▪ Operators apply ▪ GA licenses ▪ Operators contribute to taxes, economy, jobs, levies, training and skills.	***Operators/Licensees:*** **Casinos** ▪ Invest in infrastructure ▪ Employ people across the spectrum of the community ▪ Training **Bingo** ▪ New in Botswana ▪ Invest in infrastructure ▪ Creates employment ▪ Training **LPMs** ▪ Create employment ▪ Training ▪ Suitable for SMMEs **National Lottery** ▪ Creates employment ▪ Invests in technology ▪ Benefits charities, sports, etc. ***Business Models:*** ▪ Lease or buy gambling devices ▪ Number of gambling devices or modes of gambling available controlled by regulations **Bookmakers/Totalisator** ▪ Training ▪ Invest in infrastructure ▪ Create employment Business Model ▪ License the software used in wagering ▪ Take wagers on contingencies	***Gambling Machines/Devices Manufacturers /Game Developers:*** ▪ Majority Multinationals in Casinos ▪ Create employment ▪ Training ▪ Skills transfer ***Business Model:*** ▪ Manufacturing done mostly overseas for Casino devices ▪ Software mostly developed externally ▪ Devices leased or sold outright to operators ▪ Provide technical and after sales support ***Process:*** ▪ Manufacturers manufacture gambling devices and systems ▪ Devices and Systems are submitted to testing agents

Table. 17.

There is a notable increase in the frequency of inquiries and interest regarding this industry. The growth of the business-to-consumer (B2C) market is driving the advancement and investor optimism for the underlying business-to-business (B2B) value chain of the industry. Below we share the value chain of the industry for our stakeholders.

	Private	Private	Street Vendor
	3rd	4th	5th
	Industry Training and Rehabilitation: **Module developers** ▪ Responsible gambling training providers ***Business Model*** ▪ BQA approves modules with advice from GA Training, and imparting skills **Counsellors** ▪ Responsible gambling counselling services providers ***Business Model and Process*** ▪ GA recruits counsellors from across the country ▪ GA pays all the counsellors	***Testing Agents:*** ▪ Multinationals ▪ Employment creation ▪ Trainining ▪ Skills transfer ▪ Access to multiple jurisdictions. ***Business Model:*** ▪ High value employees, majority technical ▪ High investment in human capital ▪ Not involved in manufacturing ▪ Testing and Inspection ***Process:*** ▪ Testing agents test devices and systems ▪ Testing agents submit testing results report to the Manufacturer, BOBS and GA	***Street Vendors:*** ***Vendors:*** ***Lottery tickets sales*** ***Business model and process*** ▪ Apply for clearance at GA


Botswana
Consumer
Fair 2023 Theme
Fostering
consumer
confidence
Through
awareness
GAMBLING
AUTHORITY



GAMBLING AUTHORITY

RESPONSIBLE GAMBLING ANNUAL REPORT

For the year ended 31 March 2023

Submission of the Gambling Authority Responsible Gambling Annual Report 2022-2023 to the Honourable Minister

Hon. Mmusi Kgafela (M.P)
Minister of Trade and Industry
Private Bag 004
Gaborone

Dear Hon. Minister,

RE: Submission of the Gambling Authority Annual Responsible Gambling Report 2022-2023

We are pleased to submit the Gambling Authority (the "Authority") Annual Report in accordance with section 113 (1) (c) of the Gambling Act,2012 (the Act). The report covers the Authority's Responsible Gambling Program Performance for the fiscal year 2022/2023.

Sincerely,

Ms. Bridget Lorato Mphusu
Chairperson
Excessive Gambling Prevention and Rehabilitation Committee (EGPRco)

Mr Emolemo Peter Kesitilwe
Acting Chief Executive Officer



Responsible Gambling

The Gambling Act, 2012 section 13. (1) establishes that "the Board shall establish such committees as it considers necessary to assist it in the performance of its functions, and may delegate, to any such committee, such of the Authority's functions as it considers necessary or appropriate".

1. In section 13 1 (b) The Gambling Act, 2012 that the Excessive Gambling Prevention and Rehabilitation Committee, whose main purpose shall be to guide and monitor the development and implementation of programmes and strategies aimed at preventing addictive or compulsive gambling, and rehabilitating compulsive gamblers

- Furthermore Section 113, 114 and 115 of the Gambling Act states that The Excessive Gambling Prevention and Rehabilitation Committee established by the Board, in terms of section 13 of the Gambling Act, shall

  a) monitor the social and economic effects of gambling in Botswana, including the need for counselling and other services;
  b) monitor the development and implementation of the programmes and strategies referred to in section 13 (2) (b); and
  c) at intervals of not less than 12 months, report to the Minister, in writing, on the results of its activities under this section

2. The Minister shall lay, before the National Assembly, a copy of the report referred to in subsection (1) within 14 days of receiving it or, if the National Assembly is not then in session, within 14 days after the commencement of its next ensuing session.

- 114. (1) The Excessive Gambling Prevention and Rehabilitation Committee shall develop a code of practice setting out guidelines, programmes and strategies to

  a) prevent addictive or compulsive gambling; and (b) rehabilitate those who engage in addictive or compulsive gambling.

- (2) The code of practice shall apply to all licensees under this Act and shall include, but not limited to, guidelines, programmes and strategies

  a) regarding the training of people employed in gambling establishments to recognise and deal appropriately with addictive or compulsive gamblers or people who are at risk of so becoming;
  b) to deal with people employed in gambling establishments or with clients who engage in gambling addictively or compulsively or are at risk of so doing; and
  c) limiting or prohibiting, as it considers appropriate, facilities, at gambling establishments, which enable a gambler to spend more than he or she originally intended, such as automatic teller machines, credit facilities and payments by cheque or credit card.

Responsible Gambling

3. The Excessive Gambling Prevention and Rehabilitation Committee shall, from time to time, review the effectiveness of the codes of practice and make written recommendations to the Authority, which shall, within 30 days of receiving such recommendations, either accept or amend as it considers appropriate, the said recommendations, and then forward such recommendations to the Minister.

4. The Minister shall, upon receipt of the recommendations, make such regulations as he or she considers appropriate.

- 115. The Authority shall outsource, from appropriately qualified persons in the private sector and Non-Governmental Organisations, on a competitive bidding basis;

    a. counselling for people who engage in addictive or compulsive gambling; and
    b. publicity and education programmes —
        i. providing consumer information for different kinds of gambling,
        ii. dealing with the risks of engaging in gambling, or
        iii. dealing with addictive gambling.

This report is produced in line with Section 113 of the Gambling Act. It highlights responsible Gambling activities facilitated by the Authority between April 2022 and March 2023.

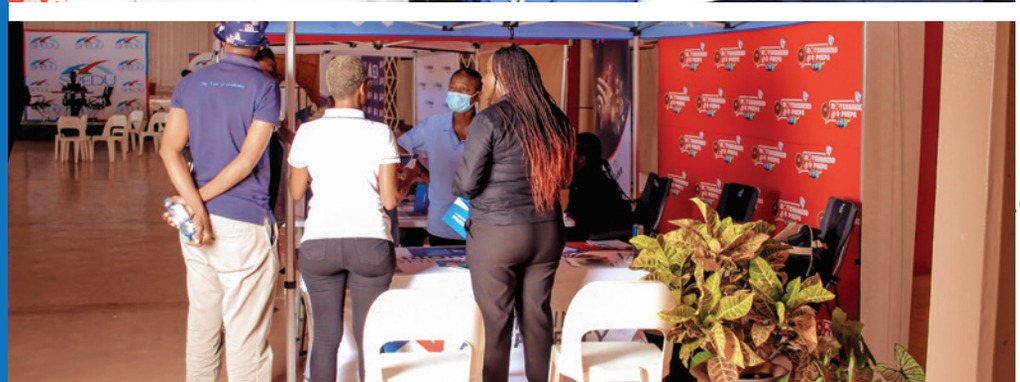

MOTSHAMEKO O PHEPA
GAMBLING AUTHORITY




MOTSHAMEKO O PHEPA


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Contact Us:
Gambling Authority




MOTSHAMEKO O PHEPA

Committee Chairperson's Statement

On behalf of the Excessive Gambling Prevention and Rehabilitation Committee, we present the Annual Responsible Gambling Report for the period April 2022 to 2023. The Excessive Gambling Prevention and Rehabilitation services that the Gambling Authority has been providing, over the past year, have been beneficial not just for gamblers but also for their families and the employees who work in the gambling industry.



Strategic Plan

As the first of its kind, this plan was a baseline and paved the direction of Responsible Gambling in Botswana. The focus of the plan was to establish the scope of Responsible Gambling in Botswana. The plan also focused on challenging pre-existing, anti-gambling mindsets which lead to stigma and perpetuate problem gambling. Through this plan we witnessed the Authority awaken as a giant, amongst other government entities, to craft a promising future in the gambling space, for generations to come, whilst ensuring sustainable and responsible gambling.

Monitoring Social Effects of Gambling

During the period under review, we monitored the social and economic effects of gambling as per section 113 of the Gambling Act. This was done through extensive research, education and rehabilitation.

Research

Through research we were able to better understand the unique features of excessive and compulsive gambling as experienced by Batswana. Thus, the programs we developed and implemented had validity and reliability for our people. This eliminated the harm that could be caused by relying on evidence made of other populations. It also eliminated the problem caused by wasting resources on interventions that do not work for Batswana. The research results will continue to be used to inform program development for the coming years.

Education

Knowledge is an essential tool that can assist in shifing perspectives and making more informed decisions. To empower Batswana, Gambling Authority took the bold step of maximizing its nationwide "Motshameko o phepa" campaign by reaching more villages than previous years. Further to the knowledge empowerment that the campaign provided, Gambling Authority partnered with service providers in the Private Sector and Non-Governmental Organizations to provide services such as Disk jockeying, catering and merchandise supplies. All this was done in an effort to empower the organisations specifically those owned by women, youth and people with disabilities.

Rehabilitation

The Gambling Authority continued to make counselling services affordable and accessible for gamblers and their family members. This provided a safe environment where gamblers acquired skills to prevent the progression of problem gambling; rebuild their lives and adopt relapse prevention mechanisms. One of the greatest achievements this year was the rise in the number of people being rehabilitated as compared to previous years.

Appreciation and Conclusion

I would like to thank the Ministry of Trade and Industry (MTI) for its continued guidance and support. I also thank employees of the Gambling Authority for their continued efforts to ensure that the organization's excessive gambling and rehabilitation objectives are met.

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Ms. Bridget Lorato Mphusu

Chairperson - Excessive Gambling Prevention and Rehabilitation Committee (EGPRco)



Acting Chief Executive Officer's Statement

I am happy to report on the Authority's Excessive Gambling Prevention and Rehabilitaion activities for the fiscal year of 2022/2023.

In the previous year the Authority shifted from shareholder value to a stakeholder value-centric model. With the mission to effectively regulate the gambling industry and promote responsible gambling; and the vision to create a diversified, compliant, and safe gambling industry, our excessive gambling prevention and rehabilitation interventions were an important part of our day-to-day work.

In my view, failure to create a gambling environment that is safe and sustainable, leads to the following:

1. **A reduction in the number of people who gamble due to consequences of problem gambling. Individuals will not be able to gamble because they have encountered mental health, financial and family problems as a result of compulsive gambling.**
2. **Prospective licensees may not be attracted to an industry that everybody shuns and feels ashamed to associate with.**

Measuring performance against plan objectives

During this Financial year Gambling Authority continued to develop a Responsible Gambling Plan. The plan included awareness campaigns, preventative, and therapeutic initiatives that targeted individuals, families, and the community at large.

The following strategic objectives guided the implementation of the plan implemented during the year under review;

- **Objective 1- Prevent problem gambling through education and publicity programs**
- **Objective 2- Rehabilitation of people struggling with compulsive gambling and their family members**
- **Objective 3- Maintain an exclusion register**
- **Objective 4- Monitor the socio-economic effects of gambling in Botswana and development of programs and strategies aimed at preventing and rehabilitating compulsive gambling**
- **Objective 5- Develop and roll out training for industry employees**

Through these objectives, it was evident that gambling can sometimes be done irresponsibly, but not always. In our research, we had noted that only **5%** of gambling in Botswana, accounts for problem gambling. This tells us that, **95%** of the time, gambling can be done safely and sustainably. Furthermore, it was evident that it takes some time to effect a change in thinking, which in turn influences changes in behavior. As a result, we needed to participate in a variety of communication and mass public campaign initiatives aimed at changing people's behaviors, attitudes, and perspectives, regarding gambling, and the gambling industry.

This is in alignment with His Excellency Dr. Mokgweetsi E. K. Masisi's reset agenda, Priority No. 5 which advocates for Mindset Change - "A re Chencheng".

Appreciation and Conclusion

I would like to thank the Ministry of Trade and Industry (MTI) for its continued guidance and support. I also thank employees of the Gambling Authority for their continued efforts to ensure that the organization's excessive gambling and rehabilitation objectives are met.

The future of the gambling industry is in our hands. The jobs, the taxes, and the whole spectrum of the value chain can be unlocked, if we act decisively in our mission to promote safe and sustainable responsible gambling.



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Mr. Emolemo Peter Kesitilwe
Acting Chief Executive Officer




GAMBLING AUTHORITY


GAMBLING AUTHORITY


GAMBLING AUTHORITY


GAMBLING AUTHORITY
MOTSHAMEKO O PHEPA

RESPONSIBLE GAMBLING PLAN 2022-2023

BACKGROUND

Problem Gambling is an international public health concern. Research indicates that the prevalence of problem gambling in Botswana is 5%. This is relatively high as compared to other jurisdictions, with more gambling activities. This includes the United Kingdom (UK) where the prevalence is 0.1%. (Gambling Commission UK, 2023).

Further to this problem gambling often has consequences as depicted below in figure 25.

Consequences Of Problem Gambling

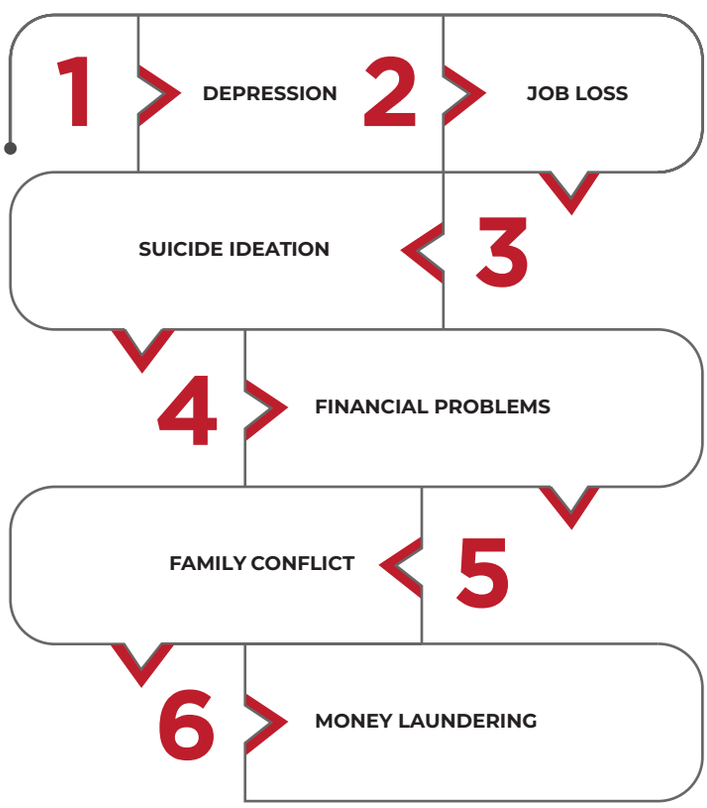


Figure. 25.

RESPONSIBLE GAMBLING PLAN 2022-2023

Emphasis is made on the negative correlation between problem gambling and the growth of the gambling industry. The higher the rate of problem gambling the lower the revenue collected. This is attributed to factors such as:

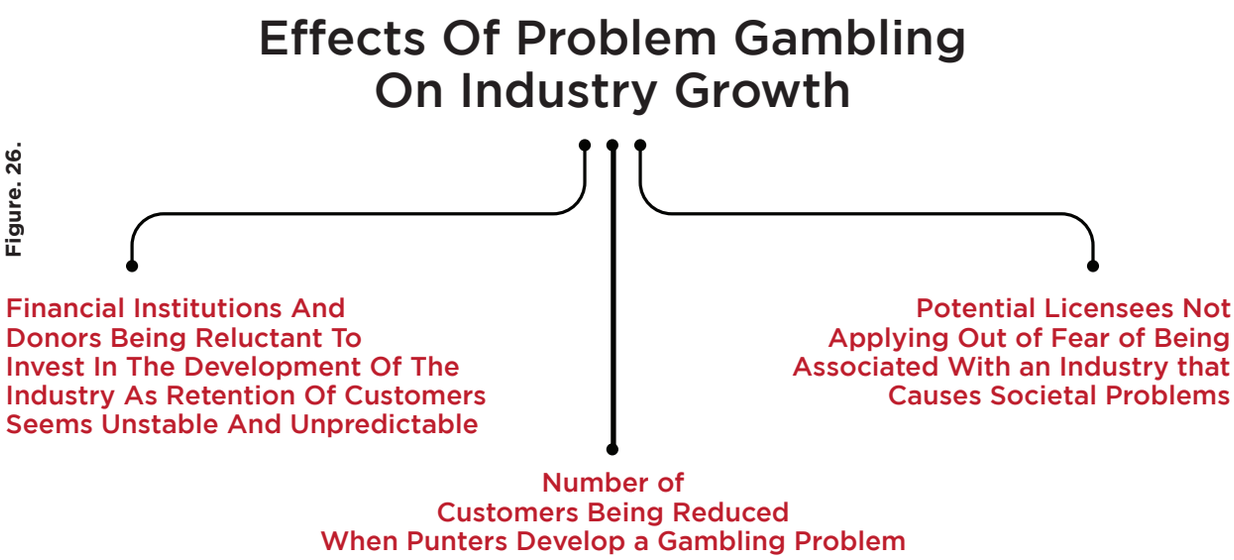


Figure. 26.

1. In the fiscal year 2020/2021, Gambling Authority facilitated nationwide research. The title of the project was **"The Prevalence of Problem Gambling in Botswana."** Results from the research indicated that:

A. Stigma caused by exposure to a loved one is a barrier to seeking help early.

B. Illegal gambling leads to the onset of gambling problems

Overall global and local research indicates that to effectively regulate the gambling industry, a safe gambling environment must be maintained.



RESPONSIBLE GAMBLING STRATEGIC PLAN

The plan took a pre-emptive approach, focusing on research, public education and industry monitoring & training. In an effort to prevent the problem before it begins. In cases where prevention was not possible a counter-offensive approach was utilised. This focused on counselling, treatment and rehabilitation. This was accomplished by applying the strategy that is depicted in the diagram below.

Responsible Gambling Strategy Snap Shot

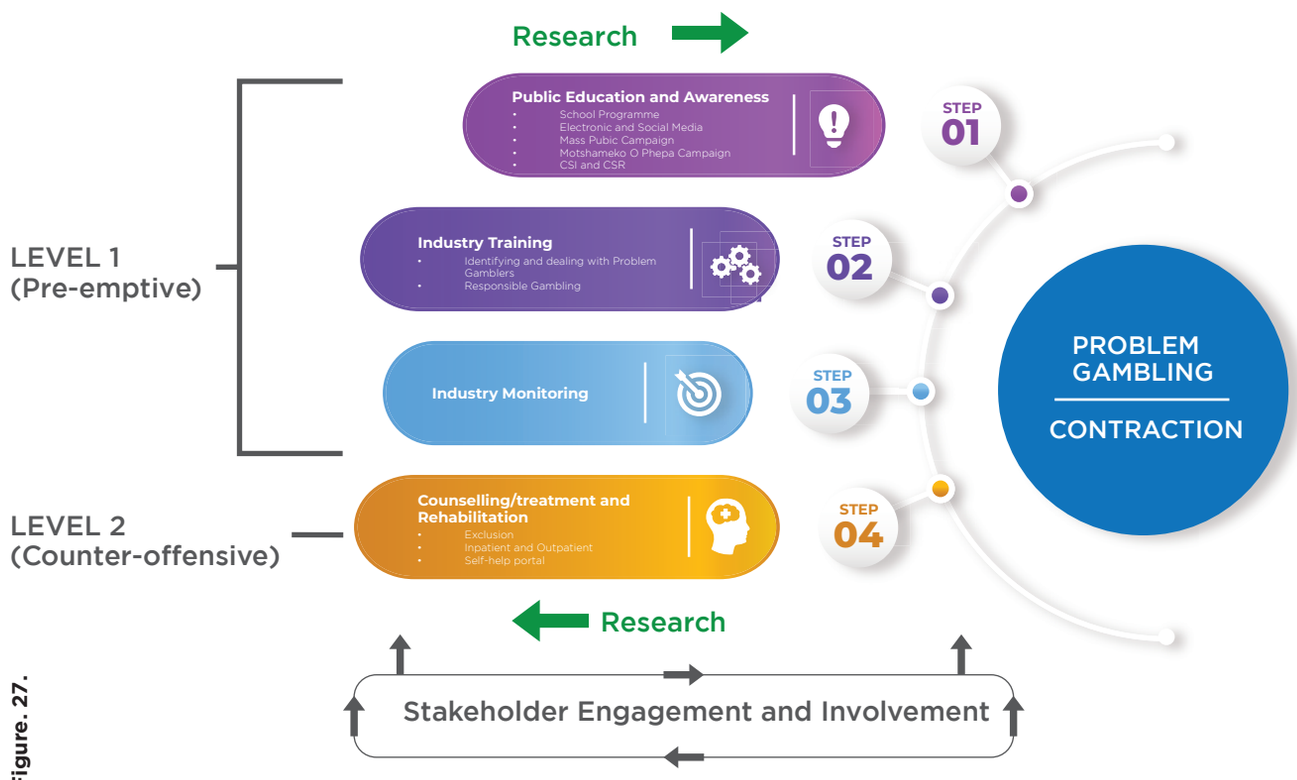


Figure. 27.






GAMBLING
AUTHORITY






CLASH OF
LEGENDS


GAMBLING
AUTHORITY


GAMBLING
AUTHORITY

KEY THEMATIC AREAS

The Responsible Gambling Plan is multifaceted. It focused on the following key thematic areas:

Table. 18.

Thematic Areas	Explained
Research	To reach the vision of a healthy, informed, responsible and self-sustaining player, the development and implementation of all Responsible Gambling Activities should be informed by scientific research Evidence based practices are more effective because they contain validity and reliability. Thus reducing the risk of harm and wasting resources caused by ineffective interventions.
Education and Awareness	Through education and awareness people are able to make informed decision and overcome the barriers of seeking help. To reach the vision of a healthy, informed, responsible and self sustainable player, perceptions, believes and attitudes that lead to problem gambling must be interrogated and changed.
Industry Monitoring	Licensees are a key participants in the development of a safe gambling environment. To ensure a safe and compliant industry, licensees should be closely monitored and equipped with skills to assist punters experiencing problem gambling.
Industry Training	Industry employees close contant with punters affords them an opportunity to recognise risk factors of problem gambling and to be able to assist a customer early. This requires intensive training and workshops.
Counselling, Treatment and Rehabilitation	Counselling and exclusions are evidence based intervention for preventing the progression of problem gambling, addressing areas which have been affected and equipping the punter (and their family) with relapse prevention mechanisms.
Advocacy	Responsible Gambling campaigns are more effective if they are in alignment with the law. This includes legislative review and recommendations for amendments.
Corporate Social Responsibility	The consequences of problem gambling affect the gambler, their family and the community at large. To reduce the effects of problem gambling it is the responsibility of the Authority to contribute to projects aimed at rebuilding communities.



PUBLIC EDUCATION AND AWARENESS

Background

Through education and awareness, Gambling Authority focused on increasing awareness and reducing stigma towards gambling. This was done through mall activations and focus group discussions. Messages were tailor made to reach different target groups as depicted in the table below:

Table. 19

Target Group	Message
Universal (community)	1. What is problem gambling? 2. How to identify a loved one with problem gambling? 3. How to prevent problem gambling? 4. Destigmatizing Gambling
Indicative (Individuals at Risk of Developing a Problem)	a. How to gamble responsibly b. Risks of illegal gambling c. Consequences of underage gambling
Selective (Gamblers)	Gambling Authority developed a game called Red Dice Blue dice. The aim of the board game is to help people at risk of developing gambling problems navigate through responsible gambling and problem gambling scenarios.

A total of 53 locations were covered through the public education campaign

The following locations were reached:

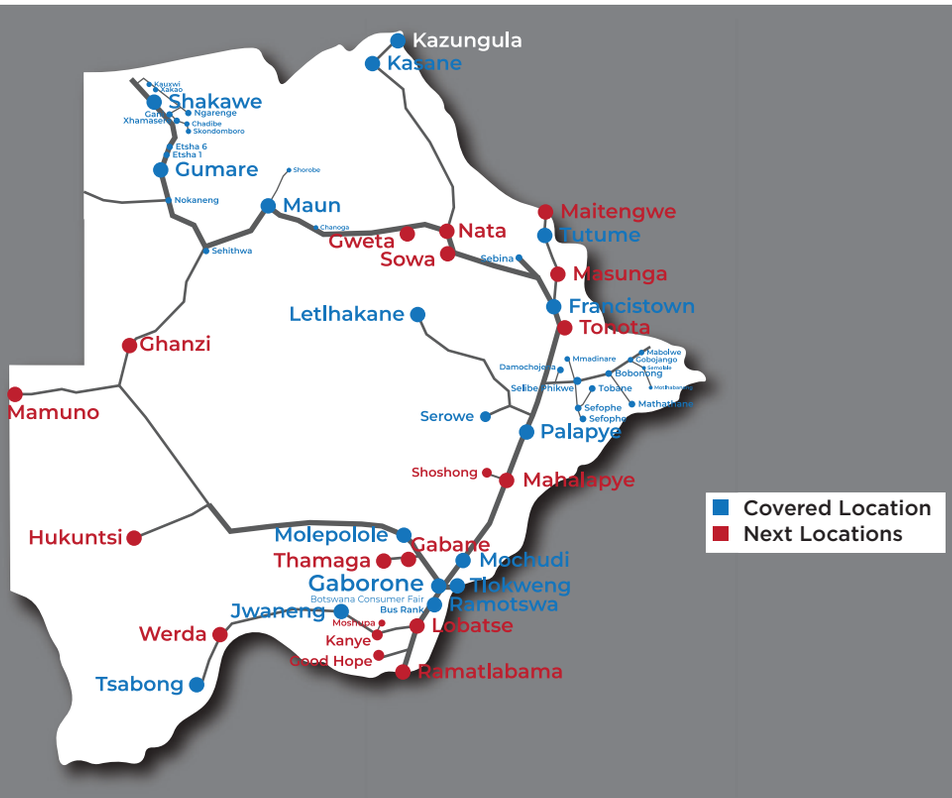


Figure. 28.

PUBLIC EDUCATION AND AWARENESS

To mitigate these results, Gambling Authority developed a Responsible Gambling plan. The Responsible Gambling Plan objective 1, states "Prevent problem gambling through education and publicity programs". In line with this objective, public education campaign dubbed 'Motshameko O Phepha' was devised. This name is derived from a Tswana proverb which means that the game itself has no problem. The problem begins when it is played irresponsibly. The aim of the campaign is to:

- solicit early recognition of the signs of risky behavior;
- reduce stigma;
- encourage individuals to seek help early;
- breed a Responsible Gambling culture;
- generate research on Responsible Gambling;
- Nationwide-Target group Orientation.

An individual's behaviour is a product of their individual traits, their family and the community at large. For education and awareness interventions to be effective they must be a combination of interventions at each level.

Individual Level

At the individual level, punters with a gambling problem may be:

A. **unable to make informed decisions about responsible gambling**

B. **unaware that they have a problem,**

C. **fear seeking help, or**

D. **be unaware of where to find help**

Consequently, this lack of knowledge can be a major factor in problem gambling. This can lead to people not seeking help early. Therefore, it is essential to reach them and equip them with knowledge on how to gamble responsibly, where to get help, skills to identify if they have a problem with gambling, and break barriers of seeking help.

Family Level

When problem gambling hits the family, family members not exempted from the consequences. These can include neglect, conflict and financial problems. On the other hand, when empowered, family members are a key tool to identity early signs of problem gambling and motivate their loved on to seek help.

Community Level

Problem Gambling can have negative effects on the community (crime, poverty). Furthermore the community can be a risk factor to increased prevalence of Problem gambling (stigma, lack of knowledge on responsible gambling behaviours). It is therefore important to equip the community with knowledge and skills that will enable them to breed a responsible gambling culture.



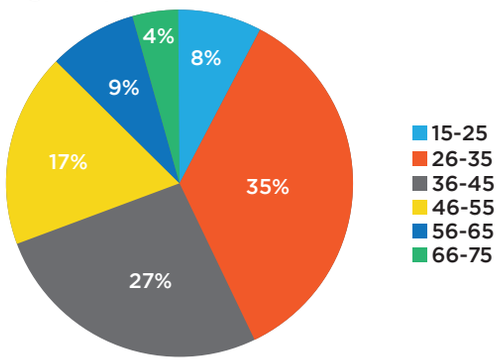
Figure. 29.

PUBLIC EDUCATION AND AWARENESS

Age of Participants

Figure. 30.1.

Age of participants

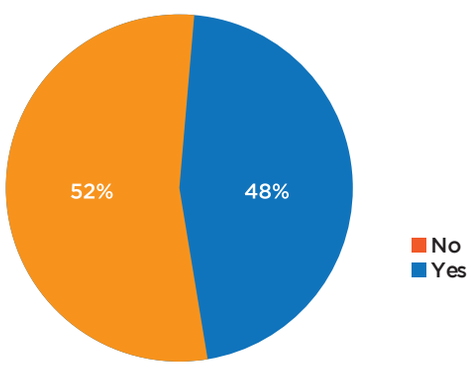


Behavioral change is more effective when implemented before age of onset. The typical age group of gamblers in Botswana is 40 years and above. The majority of the people reached through the campaign were between 26 and 35 years (35%). This implies that, by the time they begin gambling, they will be equipped with Responsible Gambling skills.

Responsible Gambling Services

Figure. 30.2.

Heard of Gambling Authority Services Before?

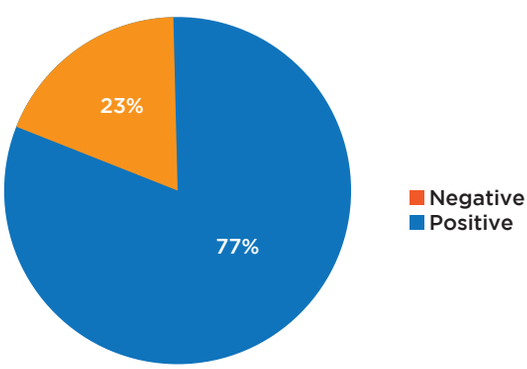


Knowledge empowers people to make informed decisions about Responsible Gambling. Furthermore, when individuals know where to get help, they are more likely to seek services before it is too late. As the campaign continued, knowledge dissemination about services continued. The following table depicts statistics derived 5 months after the campaign began. 52% of the participants reported that they were hearing about the Gambling Authority for the first time.

Stigma

Figure. 30.3.

Heard of Gambling Authority Services Before?



Stigma perpetuates problem gambling. The campaign focused on dispelling myths that lead to problem gambling. After the presentation 77% of participants indicated that learning the difference between Problem gambling and Responsible Gambling had helped them destigmatize gambling.

***Sample Size - 873**

RESEARCH

The baseline research on the prevalence of excessive and problem gambling in Botswana which was carried out in 2021 has helped identify more gaps that needed to be covered. Following its conclusion, the Regulatory Committee of the Authority proposed and adopted two further studies that needed to be carried out to fully appreciate and comprehensively address the problem of gambling in Botswana.

The two studies that were adopted are **Risk Factors for Problem Gambling in Botswana** and **Socio- Economic Impacts of Gambling in Botswana** .5AM Consultancy was outsourced to facilitate the 2 research projects. They are currently in the data collection stage. The following table describes their progress:

Project 1.

Table. 20.1.

Topic	Risk Factors for Problem Gambling in Botswana
Objectives	1. Explore Risk Factors associated with gambling and problem gambling in Botswana 2. Identify correlates of problem gambling from secondary data of the first gambling project (Prevalence of Excessive and Problem Gambling in Botswana Study) 3. Suggest recommendations to BGA on possible interventions that will involve all relevant stakeholders to raise awareness on risk factors of gambling and problem gambling with the aim of encouraging responsible gambling behaviours and mitigating against problem gambling in Botswana.
Method and Design	The study employed a mixed method approach (both quantitative and qualitative approaches) to achieve its objectives, with a dominant qualitative method. 34 Key in-depth interviews (KIIs) were conducted across the sites. These KIIs included a diverse range of participants, including Gambling Authority Inspectors (4), Casino Managers (8), Youth Gamblers (6), and Adult Gamblers (16). Additionally, a total of 27 FGDs were held, including Senior Secondary School students (7), Technical and Vocational Education and Training (TVET) students (7), Out-of-School Youth (5), Adult Community members (7), and Gambling Authority inspectors (1).
Result From Draft Report	1. Environmental and geographical factors- include accessibility and affordability of gambling sites, availability of illegal gambling sites and shortage of leisure options in Botswana. 2. Demographic and socioeconomic factors-age, gender, education and income levels, employment status and marital status. Those with lower 3. Family and Household- Household wealth, living arrangements and family history of problem gambling all are factors that pose a threat to developing problem gambling behaviors. 4. Tobacco, alcohol and substance use and parental history. 5. Behavioural disinhibition-sensation seeking, behavioral dysregulation, history of childhood conduct problems and peer influence. 6. Mental health factors- stressful life events, depression, substance use disorders and experiencing something painful or traumatic. 7. Social Factors-Attitudes towards gambling, gambling as an acceptable leisure activity and community mobilization.

RESEARCH

Project 2.

Table. 20.2.

Topic	**Socio-Economic Impacts of Gambling in Botswana**
Objectives	1. Establish the economic contribution and impact of the gambling industry to Botswana's economy in the past, the present, and potential contributions in the future. 2. Establish the social impacts of gambling at sites with casinos or sites which have never had casinos. Determine the negative and positive socioeconomic impacts of gambling in Botswana. 3. Determine the cultural acceptance of gambling in Botswana. 4. Determine mitigation measures of negative impacts of gambling and how benefits of gambling may be maximized in Botswana.
Method and Design	The study used both quantitative and qualitative approaches to gather data on the socio-economic impacts of gambling in Botswana. 70 Key Informants Interviews (KIIs) and 10 FGDs were conducted during the study fieldwork at casinos or places that ever had a casino site.
Result From Draft Report	a. Objective 1 - Government revenue b. Objective 2- Prevalence of problem gambling, cost of gambling, health challenges, association of gambling and crime, illegal gambling as a crime, youth gambling and DUI. c. Objective 3 - Cultural acceptance, gambling is viewed negatively by many because of its addictive nature and a lack of understanding of what it really is. d. Objective 4 - the negative impacts gambling has on people; financial consequences, mental health, relationships, physical health, work and career problems, legal problems and social problems. Mitigation measures-community education campaigns, school-based learning program, GA gaming addiction treatment programs, introduce a threshold system for gamblers and provision of resources by BGA for those struggling with problem gambling.



MEDIA AWARENESS PLATFORMS

Table. 21

Platform	Messages
Television	BTV: What is Responsible Gambling, De-stigmatizing Gambling, Exclusion and Rehabilitation, Family and Responsible Gambling, Gambling Authority Services and Positive Play Self-assessment.
Social Media	• Motivational Monday - weekly • Responsible Gambling Activity Announcements- Weekly • Responsible Gambling tip x 2 per week August 16, 2022 • Flyer - Sensitizing the public about the mandate of the Authority and helping them understand responsible gambling. September 1, 2022 • Videos and Live Broadcasts recordered at radio, TV and outreach activities
Radio	RB1 • Responsible Gambling in RB1 Masa-a-Sele morning show. July 27, 2022 Duma FM • Responsible Gambling Awareness: November 15, 2022 Gabz FM • GBV Community Awareness: November 17, 2022 RB2 • GA commemorating World Children's Day. November 20, 2022 Yarona FM • What is Responsible Gambling, Destigmatizing Gambling. Family and Responsible Gambling, Gambling Authority Services and Positive Play Self-assessment. December 2022 to February 2023- Weekly broadcasts on all platforms
Newspaper	The Voice, Business Weekly, Sunday Standard, and Daily News • Responsible Gambling tips newspaper advertisement July 29, 2022, July 30, 2022 & July 31, 2023, August 3, 2022, August 4, 2022, August 4, 2022 & August 4 2022 t • Responsible Gambling newspaper advertisement X10 publications Starting August 05, 2022 • Responsible Gambling tip August 26, 2022 • Responsible Gambling tip November 04, 2022

Through these messages and platforms, a rapid and extensive conduit between Gambling Authority and the general public was created. Awareness was promoted, skills were shared, and myths were dispelled.





INDUSTRY TRAINING

Industry Employees are an effective tool in the prevention, onset, and progression of Problem Gambling. Their exposure to punters allows them to detect and project behaviors and trends. It is therefore imperative to equip employees with evidence-based Responsible Gambling prevention skills. During this year, the Gambling Authority facilitated a Responsible Gambling First Aid workshop for licensees. The event was attended by 15 representatives from all licensed Casinos. The event focused on the Responsible Gambling Program; the scope of responsible gambling (who, what, when, where, and how); how to assist punters with problem gambling and how to maintain a good working relationship between the Authority and licensees.

COUNSELLING AND REHABILITATION

Compulsive gambling is a significant issue that destroys individual's lives and their family, if not addressed. Section 113 of the Gambling Act, emphasizes on the provision of counselling services. During 2022-2023, the Gambling Authority provided exclusion services and outsource counselling and rehabilitation services.

A. Red Dice Blue Dice

Red dice blue dice is a psycho-education group facilitated in the form of a board game. People at risk (e.g punters, family members), take turns to race their way through the board while learning about problem gambling and responsible gambling behaviors.

During the year 2022- 2023 the game was developed. This included designing of the board and the scenario cards. The designing process also included piloting the board game in different areas where casinos are located such as Airport Junction Mall. Participants reported that the game gave them an opportunity to assess their behaviors in a non confrontational way.

B. Individual Counselling

The Gambling Authority Botswana outsourced counselling services from local counsellors. Through these services punters struggling with compulsive gambling had the opportunity to address the perpetuating, pre-disposing, precipitating and protective factors of compulsive gambling in a solution focused and safe environment. The following tables depict demographical information of punters who received counselling.

COUNSELLING

Counselling services were outsourced from the following organizations.

Gaborone Rehabilitation center
Minds that Matter
Fair Trade Music Therapy
New beginnings counselling center
Goshen Life consultancy

Through these services punters struggling with compulsive gambling had the opportunity to address the perpetuating, predisposing, precipitating and protective factors of compulsive gambling in a solution focused and safe environment. The following charts depict demographic information of punters who received counselling.

Figure. 31.1. Number of Punters Enrolled

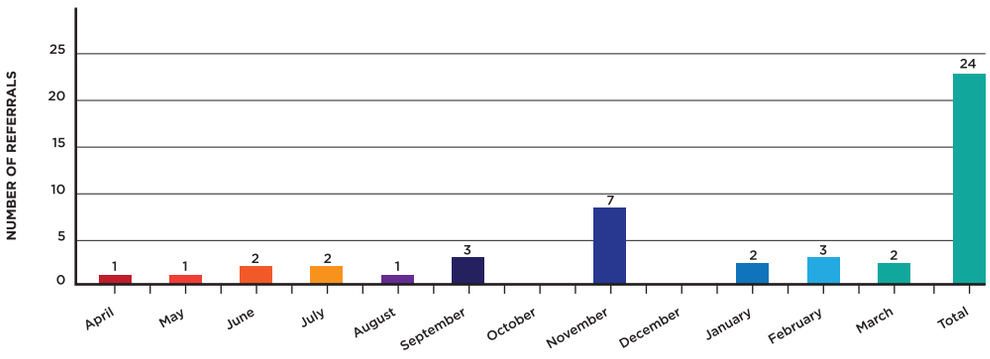
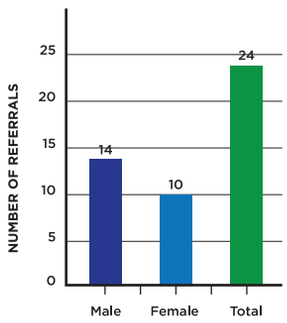


Figure. 31.2. Referrals by Gender



A total of 24 punters were enrolled to counselling from April 2022 to March 2023. An increment has been noted when compared with last fiscal year referrals of 22. This low number is correlated to the prevalence of excessive and problem gambling in Botswana (5%). Of the 24 punters more males (58%) than females (48%) were enrolled for counselling. This is correlated to the Gambling demographic where there are more male gamblers than female gamblers in Botswana.

Counsellor reports indicated that problem gambling affected punters on all levels of the Socio-ecological model. The following diagram highlights prevalent issues at each level.

Micro Level

Gambling Addiction
Depression
Suicide Ideation

Meso Level

Family Conflicts
Child Neglect

Macro Level

Misconduct In The Work Place(Stealing Money To Support Gambling Addiction),
Financial Problems

The following triggers were identified in client case formulations.

Perpetuating Triggers
- Debts
- Stigma
- Unemployment
- Financial problems

Predisposing Triggers
- Grief
- Developmental stage factors (middle to late adulthood),
- Empty nest Syndrome
- Buying power, idol time.

Protective Triggers
- Supportive family
- Religious beliefs

Exclusions

Through exclusions, individuals with gambling problems can prevent risk factors to problem gambling by taking a break from gambling. The following charts depict the trends and demographics of people entering the exclusion list:

Figure. 32.1. Cancellation of Exclusions

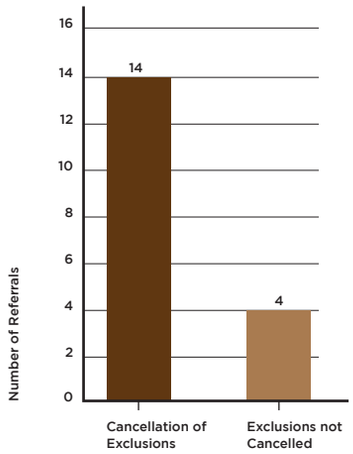
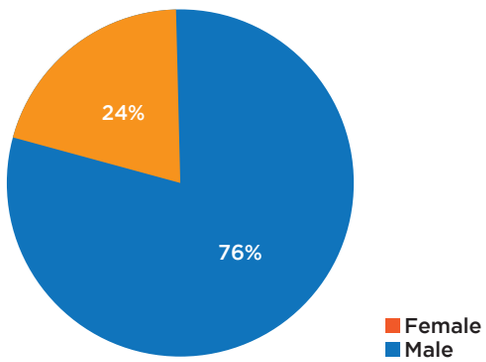
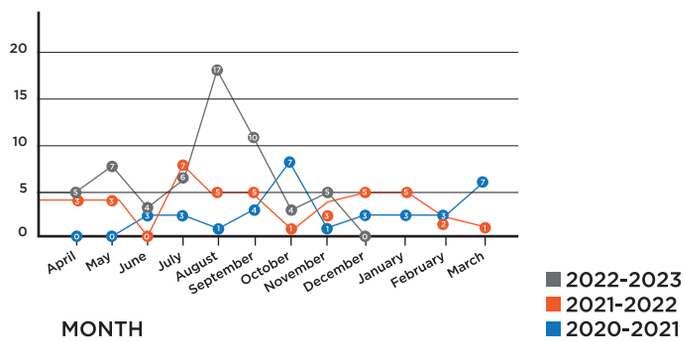


Figure. 32.2. Exclusion by Gender



A total of 14 Punters requested to have their exclusions cancelled. This retainment is an indication that after a successful exclusion, gamblers are able to return to gambling. Of those who cancelled their exclusion, more males than females entered the exclusion list.

Figure. 33.3. Exclusion Trends 2019-YTD



A total of 48 people entered the exclusion list. It was observed that the number of people entering the exclusion list increased during September. This is the time when the Motshameko o Phepa and media campaign were intensified. This indicates that through community education, the onset and/or progression of compulsive gambling can be prevented.


BONA NALEDI
MAKE EXERCISE A HA
POSITIVE
CHOICES
New York City
Consulate
500ml Flask


GAMBLING AUTHORITY


MOTSHAMEKO O PHEPA


MOTSHAMEKO O PHEPA
Consulate
500ml Flask


GAMBLING AUTHORITY


MOTSHAMEKO O PHEPA

OBSERVATIONS

Table. 22

Observation	Mitigation
Some participants raised concern that underage children are an at-risk population.	Messages targeting the youth were incorporated into the campaign.
Some participants raised concern on illegal gambling as a perpetuating factor to the consequences of Problem Gambling.	Pamphlets on illegal gambling were distributed.
Secrecy and fear to seek help before it is too late was perpetuated by stigma. Systematic stigma such as HR policies against gambling was prevalent.	A program similar to Motshamelo O Phepa that targets stakeholders such as HR Managers, Counsellors and Dikgosi were developed.
Industry employees did not have basic knowledge and skills to provide Responsible Gambling First Aid services.	Develop a Responsible Gambling Training Program.
There was a positive correlation between the intensity of the campaign and number of punters seeking help.	Outsource Private Sectors and Non-Governmental Organizations to roll out Motshameko o Phepa across Botswana.
Communities were made up of diverse groups including People with Disability.	Equip staff members with skills to reach marginalized groups. Thus far staff members have been trained on Sign Language. Training for Braille is scheduled in the next financial year.




MOTSHAMEKO O PHEPA
I DON'T STIGMATISE GAMBLING IT ADDS TO THE PROBLEM



IMPACT

- Reduced Prevalence of Excessive Gambling - ***Research indicates that the prevalence of problem gambling in Botswana is 5% (Gambling Authority 2020)***. This is relatively high when compared to other jurisdictions with more gambling activities. For example, the prevalence in UK is 0.3% (British Commission, 2023). Public education is an effective intervention to empower individuals to make informed decisions about undesirable behaviour. Through this initiative organisations will be capacitated to provide responsible gambling education in 8 districts of Botswana.

- Reduced stigma towards gambling- ***Research indicates that Batswana stigmatize gambling (Gambling Authority 2020).*** Consequently, people with compulsive gambling and their families are less likely to seek help. Furthermore, the stigma negatively impacts the growth of the gambling industry.eg. Individuals are less likely to engage in gambling thus limiting revenue collection. Potential licensees are less likely to apply out of fear of being associated with gambling. Financial institutions and donors are less likely to invest in the development of establishments.

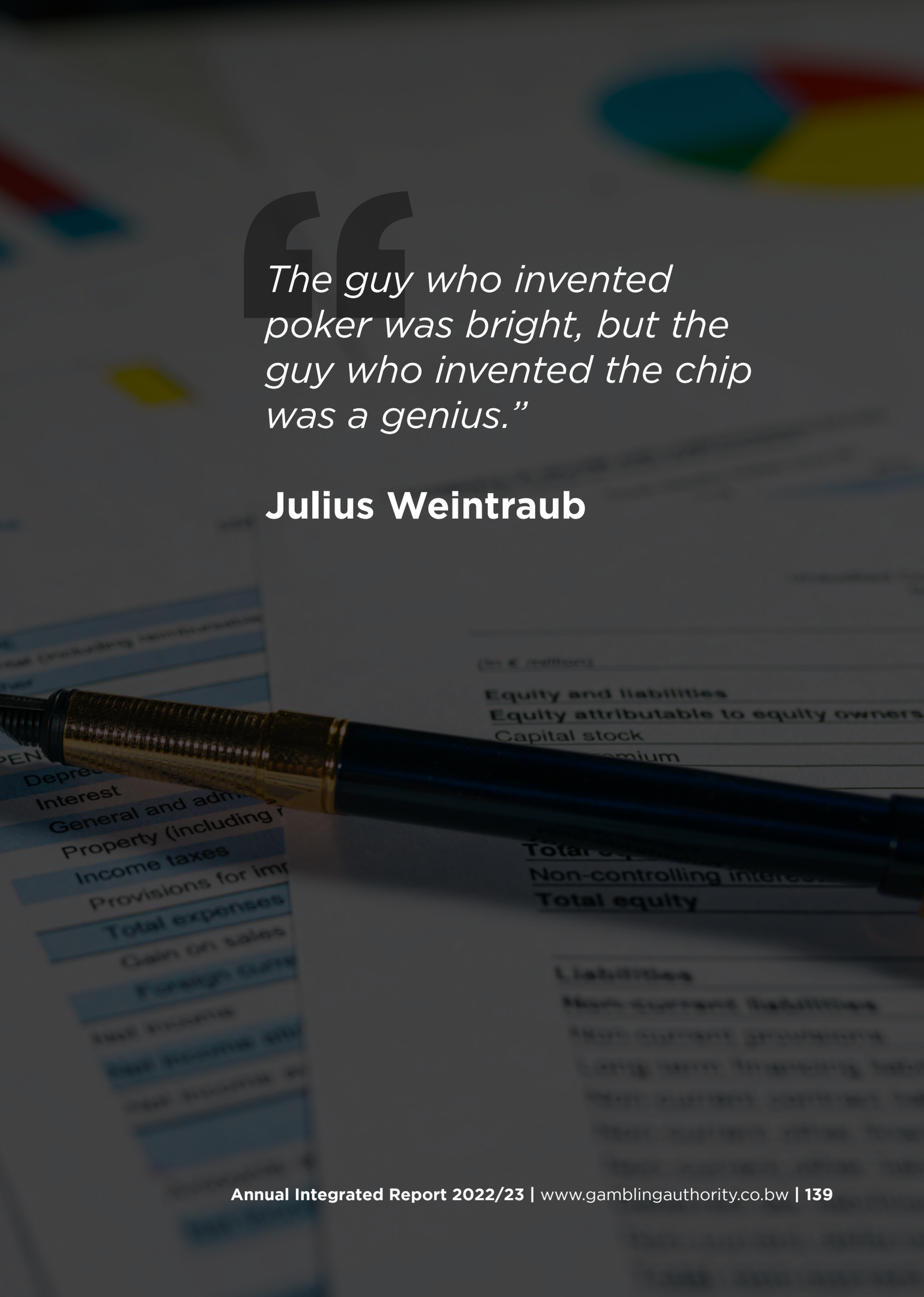
- Economic development - ***Vision 2036 Pillar number 1 calls for sustainable, economic development.*** This pillar encompasses a knowledge based economy and human capital. Through this intervention organisations will be equipped with knowledge and specialized skills to provide responsible gambling interventions.

- Value chain creation- ***Reset Agenda Priority 4 calls for value chain development.*** This includes unlocking opportunities for companies in the private sector and youth employment. Through this intervention organisations will be capacitated to provide services. These services will include a value chain consisting of transport, space rental businesses, merchandise suppliers, education facilitators, edutainment among others.

ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2023





The guy who invented poker was bright, but the guy who invented the chip was a genius."

Julius Weintraub

GENERAL INFORMATION

For The Year Ended 31 March 2023

Country of incorporation and domicile	Botswana
Nature of business and principal activities	Gambling Authority is a statutory entity formed in terms of the Gambling Act, 2012 to license and regulate all gambling activities in Botswana.
Members of the Board	Mr. Marvin Thokozani Torto (Board Chairperson Appointed on 01 February 2023) Ms. Itumeleng Mareko (Appointed on 20 July 2022) Mr. Emolemo Peter Kesitilwe (Acting Chief Executive Officer) Ms. Bridget Lorato Mphusu (Appointed on 20 July 2022) Ms. Mary Ngwenya (Appointed on 20 July 2022) Mr. Kebonyemodisa Ooke (Appointed on 20 July 2022) Ms. Botlhale E. S. Radithupa (Appointed on 01 February 2023) Dr. Tebogo B. Sebeelo (Appointed on 20 July 2022) Mr. Gaoakanye Tapeng (Appointed on 01 February 2023) Ms. Rosinah Bontsi (retired on 31 January 2023) Mr. Blessed Monyatsi (retired on 31 May 2022) Ms. Mmakome Masendu (retired on 28 February 2023) Ms. Eunice Mmono (retired on 31 May 2022)
Registered address	West Wing, Fairscape Presinct, Fairgrounds Office Park, Gaborone
Postal address	Private Bag BR 161 Broadhurst, Gaborone
Bankers, Asset Managers and Investment Houses	First National Bank of Botswana Limited Access Bank Limited African Alliance Botswana Limited Bank Gaborone Limited BBS Bank Limited IPRO Botswana Fund Management Proprietary Limited Vunani Fund Managers Botswana Proprietary Limited
Auditors	PricewaterhouseCoopers
Legal form	Statutory body formed in terms of the Gambling Act, 2012

(The Annual Financial Statements are expressed in Botswana Pula ("P") , the currency of Botswana.)

INDEX TO THE ANNUAL FINANCIAL STATEMENTS

For The Year Ended 31 March 2023

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Statement of financial position	**Pg 148**
Statement of changes in funds	**Pg 149**
Statement of cash flows	**Pg 150-151**
Notes to the annual financial statements	**Pg 152-179**
The following supplementary information does not form part of the annual financial statements and is unaudited:	
Detailed income statement	**Annexure I**

Statement of Responsibility And Approval of Annual Financial Statements By The Members of The Board

For The Year Ended 31 March 2023

The Members of the Board of Gambling Authority are responsible for the annual financial statements and all other information presented therewith. Their responsibility includes the maintenance of true and fair financial records and the preparation of annual financial statements in accordance with International Financial Reporting Standards and the Gambling Act, 2012.

Gambling Authority (the "Authority") maintains systems of internal control, which are designed to provide reasonable assurance that the records accurately reflect its transactions and to provide protection against serious misuse or loss of Authority's assets. The Members of the Board are also responsible for the design, implementation, maintenance and monitoring of these systems of internal financial control. Nothing has come to the attention of Members of the Board to indicate that any significant breakdown in the functioning of these systems has occurred during the year under review.

The Members of the Board of the Authority are responsible for the controls over, and the security of the website and, where applicable, for establishing and controlling the process for electronically distributing annual reports and other financial information to the Government of Botswana (through the Honourable Minister of Trade and Industry).

The going concern basis has been adopted in preparing the annual financial statements. The Members of the Board have no reason to believe that the Authority will not be a going concern in the foreseable future, based on the continuous support by the Government of Botswana through the Ministry of Trade and Industry.

Our external auditors conduct an examination of the annual financial statements in conformity with International Standards on Auditing, which include tests of transactions and selective tests of internal accounting controls. Regular meetings are held between management and our external auditors to review matters relating to internal controls and financial reporting. The external auditors have unrestricted access to the Members of the Board.

The annual financial statements on pages 152 to 179 and supplementary information on Annexure I were authorised for issue by the Members of the Board on 26 September 2023 and are signed on its behalf by:





Mr. Marvin Thokozani Torto
Board Chairperson

Mr. Emolemo Peter Kesitilwe
Acting Chief Executive Officer

Independent auditor's report

To the Members of the Board of Gambling Authority

Report on the audit of the financial statements

Our opinion

In our opinion, the financial statements give a true and fair view of the financial position of Gambling Authority (the "Authority") as at 31 March 2023, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards."

What we have audited

Gambling Authority's financial statements set out on pages 152 to 179 comprise:

- the statement of financial position as at 31 March 2023;
- the statement of comprehensive income for the year then ended;
- the statement of changes in funds for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Authority in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) issued by the International Ethics Standards Board for Accountants and other independence requirements applicable to performing audits of financial statements in Botswana. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and other ethical requirements applicable to performing audits of financial statements in Botswana.

Independent auditor's report

To the Members of the Board of Gambling Authority

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have determined that there are no key audit matters to communicate in our report.

Other information

The Members of the Board are responsible for the other information. The other information comprises the information included in document titled "Gambling Authority Annual Financial Statements for the year ended 31 March 2023", which we obtained prior to the date of this auditor's report and the other sections of the document titled **"Gambling Authority Annual Intergrated Report 2022/2023"**, which is expected to be made available to us after that date. The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Members of the Board for the financial statements

The Members of the Board are responsible for the preparation of the financial statements that give a true and fair view in accordance with International Financial Reporting Standards, and for such internal controls as the Members of the Board determine is necessary to enable the preparation of financial statements that are free from material mis-statement, whether due to fraud or error.

In preparing the financial statements, the Members of the Board are responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Members of the Board either intend to liquidate the Authority or to cease operations, or have no realistic alternative but to do so.

Independent auditor's report

To the Members of the Board of Gambling Authority

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Members of the Board.
- Conclude on the appropriateness of Members of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Independent auditor's report

To the Members of the Board of Gambling Authority

Report on other legal and regulatory requirements

In accordance with section 30(3) of the Gambling Authority Act, 2012, (the "Act"), we confirm that:

- We have received all the information and explanations which, to the best of our knowledge and belief, were necessary for the performance of our duties as auditors;
- The accounts and related records of the Gambling Authority have been properly kept;
- The Gambling Authority has complied with all the financial provisions of the Act; and
- The financial statements prepared by the Gambling Authority were prepared on a basis consistent with that of the preceding year, except for the adoption of new and revised International Financial Reporting Standards, as stated in Note 1 to the financial statements and represents a true and fair view of the transactions and financial affairs of the Authority.

PricewaterhouseCoopers **Gaborone**
Firm of Certified Auditors

Practicing Member: Icho Molebatsi (CAP 0041 2023)

Statement of Comprehensive Income
For The Year Ended 31 March 2023

	Note	2023 P	2022 P
Revenue	3	3 421 287	2 938 055
Government subvention	14	30 984 190	33 950 070
Amortisation of capital grants	13	193 472	318 311
Income from responsible gambling	4	8 878 537	1 176 963
Other income	4	22 960	-
Refund from responsible gambling	5	9 690 880	-
Total income		**53 191 326**	**38 383 399**
Operating expenses	6	(52 410 811)	(36 133 590)
Operating surplus	6	**780 515**	**2 249 809**
Finance income	7	51 217	16 723
Finance cost	7	(2 024 274)	(2 302 890)
Deficit for the year		**(1 192 542)**	**(36 358)**
Other comprehensive income		**-**	**-**
Total comprehensive deficit for the year		**(1 192 542)**	**(36 358)**

Statement of Financial Position
As At 31 March 2023

	Note	2023 P	2022 P
ASSETS			
Non-current assets			
Property, plant and equipment	**9**	3 806 698	3 832 486
Right-of-use asset	**17**	21 553 524	24 596 375
		25 360 222	**28 428 861**
Current assets			
Trade and other receivables	**10**	3 953 549	4 093 384
Short-term investments	**11**	61 242 791	51 351 188
Cash and cash equivalents	**12**	2 447 038	4 113 867
		67 643 378	**59 558 439**
Total assets		**93 003 600**	**87 987 300**

FUNDS AND LIABILITIES			
Funds			
Accumulated (deficit) / surplus		(652 002)	540 540
		(652 002)	**540 540**
Non-current liabilities			
Capital grants	**13**	2 800 782	2 009 888
Lease liability	**18**	20 981 244	24 118 032
		23 782 026	**26 127 920**
Current liabilities			
Deferred income	**14**	44 561 566	51 721 662
Lease liability	**18**	3 130 616	2 612 578
Accounts and other payable	**15**	5 169 315	3 214,031
Levies payable	**16**	17 012 079	3 770 569
		69 873 576	**61 318 840**
Total liabilities		**93 655 602**	**87 446 760**
Total funds and liabilities		**93 003 600**	**87 987 300**

Statement of Changes In Funds
For The Year Ended 31 March 2023

	Accumulated (deficit) / surplus P	Total P
Balance at 1 April 2021	576 898	576 898
Deficit for the year	(36 358)	(36 358)
Other comprehensive income	-	-
Balance at 31 March 2022	**540 540**	**540 540**
Balance at 1 April 2022	540 540	540 540
Deficit for the year	(1 192 542)	(1 192 542)
Other comprehensive income	-	-
Balance at 31 March 2023	**(652 002)**	**(652 002)**

Statement of Cash Flows
For The Year Ended 31 March 2023

Cash generated from operations	Note	2023 P	2022 P
Operating surplus		780 515	2 249 808
Adjustments for:			
Depreciation on property, plant and equipment	9	793 798	1 133 084
Depreciation on right of use asset	17	3 042 851	2 728 253
Loss on disposal property, plant and equipment		170 019	4 076
Amortisation of capital grant	13	(193 472)	(318 311)
Lease Payments	18	(4 643 024)	(4 447 482)
Interest paid	7	(2 024 274)	(2 302 890)
Changes in working capital			
Decrease / (increase) in trade and other receivables		139 835	(189 817)
Increase / (decrease) in accounts and other payable		1 955 284	(1 892 016)
(Decrease) / increase in levies payable		14 825 132	360 418
(Decrease) / increase in deferred income	14	(7 160 096)	6 549 557
Net cash generated from operations		**11 795 116**	**8 480 460**
Cash flows from investing activities			
Purchase of property, plant and equipment	9	(1 346 305)	(786 600)
Proceeds from disposal of property, plant and equipment		408 276	11 512
Redemption of short-term investments		21 780 223	51 477 267
Investment in short- term investments		(31 671 826)	(57 471 077)
Interest received	7	51 217	16 723
Net cash used in investing activities		**(10 778 415)**	**(6 752 175)**

Statement of Cash Flows
For The Year Ended 31 March 2023

Cash flows from financing activities	Note	2023 P	2022 P
Interest paid	**18**	2 024 274	2 302 890
Capital grants received	**12**	-	582 146
Net cash used in financing activities		**(2 024 274)**	**(1 720 744)**
Net change in cash and cash equivalents		**(1 007 573)**	**7 541**
Cash and cash equivalents at beginning of year		1 771 195	1 763 654
Cash and cash equivalents at end of year	**12**	**763 622**	**1 771 195**



Notes To The Annual Financial Statements
For The Year Ended 31 March 2023

1. Summary of significant accounting policies

Statement of compliance
The annual financial statements of the Gambling Authority have been prepared in accordance with International Financial Reporting Standards (''IFRS''). The annual financial statements comply with IFRS as issued by the International Accounting Standards Board (IASB).

Basis of preparation of annual financial statements
The annual financial statements are prepared on the historical cost and are presented in Botswana Pula ('P'). Historical cost is generally based on the fair value of the consideration given in exchange for assets.
The principal accounting policies applied in the preparation of these annual financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

Adoption of new and revised International Financial Reporting Standards

Standards and interpretations effective in the current year
In the current year, the entity has adopted all the new and revised standards and interpretations issued by the International Accounting Standards Board (IASB) and the International Financial Reporting Interpretations Committee (IFRIC) of the IASB that are relevant to its operations and effective for annual periods beginning on or after 1 April 2021. These did not have a significant impact on the Authority's annual financial statements:

- Amendments to IAS 37 Onerous Contracts - Cost of Fulfilling a Contract - effective date: Annual periods beginning on or after 1 January 2022

The amendment clarifies which costs an entity includes in assessing whether a contract will be loss-making. This assessment is made by considering unavoidable costs, which are the lower of the net cost of exiting the contract and the costs to fulfil the contract. The amendment clarifies the meaning of 'costs to fulfil a contract'. Under the amendment, costs to fulfil a contract include incremental costs and the allocation of other costs that relate directly to fulfilling the contract.

This amendment has no material impact on the Authority's financial statements.

1. Summary of significant accounting policies (continued)

Adoption of new and revised International Financial Reporting Standards (continued)
Standards and interpretations effective in the current year (continued)

- Amendments to IAS 16 Property, Plant and Equipment: Proceeds before Intended Use - effective date: Annual periods beginning on or after 1 January 2022
The amendment to IAS 16 prohibits an entity from deducting from the cost of an item of PPE any proceeds received from selling items produced while the entity is preparing the asset for its intended use (for example, the proceeds from selling samples produced when testing a machine to see if it is functioning properly). The proceeds from selling such items, together with the costs of producing them, are recognised in profit or loss.

This amendment has no material impact on the Authority's financial statements.

- Amendment to IFRS 3, 'Business combinations' - Asset or liability in a business combination clarity - effective date: Annual periods beginning on or after 1 January 2022

"The Board has updated IFRS 3, 'Business combinations', to refer to the 2018 Conceptual Framework for Financial Reporting, in order to determine what constitutes an asset or a liability in a business combination. In addition, the Board added a new exception in IFRS 3 for liabilities and contingent liabilities. The exception specifies that, for some types of liabilities and contingent liabilities, an entity applying IFRS 3 should instead refer to IAS 37, 'Provisions, Contingent Liabilities and Contingent Assets', or IFRIC 21, 'Levies', rather than the 2018 Conceptual Framework.

The Board has also clarified that the acquirer should not recognise contingent assets, as defined in IAS 37, at the acquisition date."

This amendment has no impact on the Authority's financial statements.

- Annual improvements cycle 2018-2020

IFRS 1, 'First time adoption of IFRS' has been amended for a subsidiary that becomes a first-time adopter after its parent. The subsidiary may elect to measure cumulative translation differences for foreign operations using the amounts reported by the parent at the date of the parent's transition to IFRS. (Effective date annual periods beginning on or after 1 January 2022)

IFRS 9, 'Financial Instruments' has been amended to include only those costs or fees paid between the borrower and the lender in the calculation of "the 10% test" for derecognition of a financial liability. Fees paid to third parties are excluded from this calculation. (Effective date annual periods beginning on or after 1 January 2022).

1. Summary of significant accounting policies (continued)

Adoption of new and revised International Financial Reporting Standards (continued)

Standards and interpretations effective in the current year (continued)

IFRS 16, 'Leases', amendment to the Illustrative Example 13 that accompanies IFRS 16 to remove the illustration of payments from the lessor relating to leasehold improvements. The amendment intends to remove any potential confusion about the treatment of lease incentives. (Effective date annual periods beginning on or after 1 January 2022)
IAS 41, 'Agriculture' has been amended to align the requirements for measuring fair value with those of IFRS 13. The amendment removes the requirement for entities to exclude cash flows for taxation when measuring fair value. (Effective date annual periods beginning on or after 1 January 2022).

These amendments have no impact on the Authority's financial statements.

Standards in issue but not yet effective

- IFRS 17, 'Insurance contracts' - effective date: Annual periods beginning on or after 1 January 2023
- IFRS 17, Insurance contracts Amendments - effective date: Annual periods beginning on or after 1 January 2023
- Amendment to IAS 1, 'Presentation of Financial Statements' on Classification of Liabilities as Current or Non-current - effective date: Annual periods beginning on or after 1 January 2023
- Amendments to IAS 12, Income Taxes: Deferred Tax related to Assets and Liabilities arising from a Single Transaction - effective date: Annual periods beginning on or after 1 January 2023

- Narrow scope amendments to IAS 1 'Presentation of Financial Statements', Practice statement 2 and IAS 8 'Accounting Policies, Changes in Accounting Estimates and Errors' - effective date: Annual periods beginning on or after 1 January 2023

1. Summary of significant accounting policies (continued)

Property, plant and equipment
All property, plant and equipment are stated at historical cost less accumulated depreciation and impairment charges. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Authority and the cost of the item can be measured reliably. The carrying amount of the replaced part is de-recognised. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

Depreciation is calculated using the straight-line method to allocate the cost of each asset to their residual values over their estimated useful lives as follows:

Office equipment	4 years
Furniture, fittings and equipment	5 -10 years
Computer equipment	3 years
Motor vehicles	4 years
Leasehold improvements	Over the lease period
E-Books	5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the statement of comprehensive income.

Impairment of non-financial assets
Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

1. Summary of significant accounting policies (continued)

Financial Instruments

Classification

The Authority classifies its financial assets and financial liabilities into the following categories:

- Financial assets at amortised cost
- Financial liabilities at amortised cost

The classification depends on the purpose for which the financial instruments were obtained/incurred. Management determines the classification of its financial assets at initial recognition.

Recognition and measurement

Financial instruments are recognised initially when the Authority becomes a party to the contractual provisions of the instruments.
The Authority classifies financial instruments or their component parts on initial recognition as a financial asset, a financial liability or an equity instrument in accordance with the substance of the contractual agreement.

Subsequent measurement

Financial assets at amortised cost

"Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. The Authority's receivables, which are not provisionally priced, consist of fixed or determined cash flows related solely to principal and interest amounts. The Authority's intent is to hold these receivables until cash flows are collected. Receivables are recognised initially at fair value, net of any transaction costs incurred and subsequently measured at amortised cost using the effective interest rate method. The Authority recognises a loss allowance, as appropriate, for expected credit losses on a financial asset that is measured at amortised cost."

Financial liabilities at amortised cost

Financial liabilities are measured at amortised cost using the effective interest rate method, unless they are required to be measured at fair value through profit and loss.

De-recognition

Financial assets are de-recognised when the rights to receive cash flow from the investments have expired or have been transferred and the Authority has transferred substantially all risk and rewards of the ownership.

Notes To The Annual Financial Statements
For The Year Ended 31 March 2023

1. Summary of significant accounting policies (continued)

Off-setting financial instruments

Financial assets and financial liabilities are off-set and the net amount reported in the statement of financial position when there is a legally enforceable right to off-set the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.



1. Summary of significant accounting policies (continued)

Impairment of financial assets
The Authority recognises a loss allowance for expected credit losses on trade and other receivable. The amount of expected credit losses (ECL) is updated at each reporting date. The loss allowance is measured at a lifetime ECL when there has been a significant increase in credit risk since initial recognition. If the credit risk on these receivables has not increased significantly since initial recognition, then the loss allowance is measured at 12 month ECL. In order to assess whether to apply lifetime ECL or 12 month ECL to trade and other receivables, the Authority considers whether there has been a significant increase in the risk of a default occurring since initial recognition rather than at evidence of a receivable being credit impaired at the reporting date of an actual default occurring.

In assessing whether credit risk on a receivable or group of receivables has significantly increased since initial recognition, the Authority compares the risk of a default occurring as at reporting date with the risk of default occurring as at the date of initial recognition. The Authority considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward looking information that is available without undue cost and effort.

An impairment gain or loss is recognised in surplus or deficit with a corresponding adjustment to the carrying amount of trade and other receivables, through use of a loss allowance account. The impairment loss is included in other operating expenses in surplus or deficit as a movement in credit loss allowance.

The Authority writes off a receivable when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings.

Trade and other receivable
Trade and other receivables, excluding pre-payments, are classified as financial assets subsequently measured at amortised cost. They have been classified in this manner because their contractual terms give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the Authority's business model is to collect the contractual cash flows on trade and other receivables.

Trade and other receivables are recognised when the Authority becomes a party to the contractual provisions of the receivables. They are measured at initial recognition, at fair value plus transaction costs, if any. They are subsequently measured at amortised cost.

Short-term deposits
These deposits are highly liquid, available on demand and readily convertible to cash and cash equivalents with an insignificant risk of change in value.

1. Summary of significant accounting policies (continued)

Cash and cash equivalents
Cash and cash equivalents includes cash in hand, deposits held at call with banks and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position. Cash and cash equivalents are initially measured at fair value and subsequently measured at amortised cost.

Accounts and other payable
Accounts payable are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities. Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

Levies payable
Levies payable includes the license levy collected and held by the Authority on behalf of the Levy Fund. Levies payable are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

Right-of-use assets and lease liability
Initial measurement
Upon lease commencement, a right-of-use asset and a lease liability are recognised. The right-of-use asset is initially measured at the amount of the lease liability plus any initial direct costs incurred by the lessee. Adjustments may also be required for lease incentives, payments at or prior to commencement and restoration obligations or similar.

The lease liability is initially measured at the present value of the lease payments payable over the lease term, discounted at the rate implicit in the lease if that can be readily determined. If that rate cannot be readily determined, the lessee shall use their incremental borrowing rate.

Subsequent measurement
"After lease commencement, the right-of-use asset is measured using a cost model (cost less accumulated depreciation and impairment charges), depreciated over the lease term on straight-line basis."

"Lease liability is subsequently remeasured to reflect changes in:
The lease term (using a revised discount rate): the assessment of a purchase option (using a revised discount rate); the amounts expected to be payable under residual value guarantees (using an unchanged discount rate); or future lease payments resulting from a change in an index or a rate used to determine those payments (using an unchanged discount rate)."

The remeasurements are treated as adjustment to the right-of-use asset.

Notes To The Annual Financial Statements
For The Year Ended 31 March 2023

1. Summary of significant accounting policies (continued)

Revenue
Revenue is measured at the fair value of the consideration received or receivable, and represents amounts receivable for goods/services supplied, stated net of discounts and returns. The Authority recognises revenue when the amount of revenue can be reliably measured; when it is probable that future economic benefits will flow to the Authority; and when specific criteria have been met for each of the Authority's activities, as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the sale have been resolved.

Rendering of services
Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. This includes application fees, annual fees, renewal fees, transfer fees, national lottery fees, casino entrance fees, income from gambling machines, employee license fees etc, earned by the Authority as a part its principal activities as the Regulator of gambling activities. The Authority recognises revenue from rendering services when it transfers control of a service to a customer.

Contribution towards responsible gambling
This includes contribution received from all licensed casinos in respect of activities relating to excessive gambling prevention and rehabilitation, which are carried out by Excessive Gambling Prevention and Rehabilitation Committee, a committee established by the Authority's Board for the said purpose. This contribution is accounted for as deferred income at initial recognition and subsequently recognised in the statement of comprehensive income over the period necessary to match with the expenses relating to excessive gambling prevention and rehabilitation activities which they are intended to compensate. Contribution received for which the related expense have not been incurred is carried as deferred income and is included under current liabilities.

Interest income
Interest income is recognised on a time-proportion basis using the effective interest method.

Government grants
Government grants are assistance by the Government in the form of transfers of resources to the Authority in return for compliance with certain conditions relating to the operating activities of the Authority.

Government subventions relating to a particular period are recognised in the statement of comprehensive income in the respective period when there is a reasonable assurance that the subventions will be received.

1. Summary of significant accounting policies (continued)

Government grants (continued)
Grants from the Government are initially recognised to unspent grants under current liabilities in the statement of financial position, once there is reasonable assurance that the Authority will comply with the conditions attaching to them (as applicable) and it is reasonably assured that the grant will be received.

Grants received for specific expenses are recognised in the statement of comprehensive income over the period necessary to match with the expenses they are intended to compensate. Grants received for which the related expense have not been incurred remain included in current liabilities as unspent grants received from Government.

Grants received for the acquisition of property, plant and equipment (capital grants) are transferred from unspent grants to capital grants in the statement of financial position in the period in which the underlying asset is bought. Grants, for which the underlying asset has been bought, is subsequently recognised in the statement of comprehensive income to match the depreciation of the related assets, as other income. Grants received for which assets have not been purchased, remain included in current liabilities as unspent grants received from Government.

Short-term employee benefits
The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as leave pay and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

2. Critical accounting estimates and judgements

In preparing the annual financial statements, management is required to make estimates and assumptions that affect reported income, expenses, assets, liabilities, and disclosures of contingent assets and liabilities. Use of available information and the application of judgement are inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements.

In applying the Authority's accounting policies, the following estimates and judgements have been made which carry the risk of causing significant material adjustments to the carrying value of asset and liabilities within the next year:

Estimated useful lives and residual values of property, plant and equipment
The Authority follows the guidance of IFRS and determines the residual values and useful lives of assets at each reporting date. This determination requires significant judgement. In making this judgement the management evaluates amongst other factors, the purpose for which the respective asset is acquired, market conditions at the reporting date and the practice adopted by similar organisations.

Accounting for license levies and contributions towards responsible gambling collected from Licensed casinos
Gambling Authority (the "Authority") collects license levy (at 10% on gaming revenue) and contribution (at 5% on gaming revenue) towards activities relating to prevention of excessive gambling and rehabilitation from all licensed casinos in Botswana.

License levy collected is expected to be transferred to a fund (the "Levy Fund") to be established in accordance with Section 134(1) of the Gambling Act, 2012 (the "Act") which has not been established by the year end.

The Authority had considered that the License Levy collected as amounts collected on behalf of the Levy Fund and has recognised as a liability and included under current liabilities pending the establishment of the Levy Fund and finalisation of its structure, control and administration. The accounting treatment would depend on the final conclusions relating to its structure, control and administration upon its establishment.

During the year ended 31 March 2021, the Ministry of Investment Trade and Industry instructed the Authority to transfer all License levies collected to date on behalf of the Levy Fund to a Government Bank account held at the Bank of Botswana. It was further instructed to continue depositing levies to such account until otherwise directed once the Gambling Levy Fund order is made into law. Accordingly, the treatment of accounting for the license levies as a liability is considered to be appropriate.

2. Critical accounting estimates and judgements (continued)

Accounting for license levies and contributions towards responsible gambling collected from Licensed casinos (continued)
This includes contribution received from all licensed casinos in respect of activities relating to excessive gambling prevention and rehabilitation, which are carried out by Excessive Gambling Prevention and Rehabilitation Committee, a committee established by the Authority's Board for the said purpose. This contribution is accounted for as deferred income at initial recognition and subsequently recognised in the statement of comprehensive income over the period necessary to match with the expenses relating to excessive gambling prevention and rehabilitation activities which they are intended to compensate. Contribution received for which the related expense have not been incurred is carried as deferred income and is included under current liabilities.

Treatment of grants received from Government
Taking into account its nature and substance, the Authority considers amounts that it receives from the Government to fall within the scope of *IAS 20 Accounting for Government Grants and Disclosure of Government Assistance.* In reaching this conclusion, the Authority considers the terms attached to each of the grants received and the current practice adopted by other parastatals in Botswana. Accordingly, the Authority recognises the amounts received in accordance with the accounting policy as included in *note 1 - Government grants.*

Determining the lease term
Lease liabilities include the net present value determined using the following observable data inputs: the remaining lease period, the lease payments and interest rate implicit in the lease.

In determining the remaining lease period, management considers all facts and circumstances that create an economic incentive to exercise an extension option. Among others management's intention of renewal, amounts already spent on leasehold improvements, conditions attached renewal, particularly rental being market rent for renewal period will be based on market rates, location and underlying importance of the property for the Authority etc have been taken into account. Extension options are only included in the lease term if the lease is reasonably certain to be extended.

Notes To The Annual Financial Statements
For The Year Ended 31 March 2023

	2023 P	2022 P
3 Revenue		
Rendering of services		
Annual fees	800 000	800 000
Renewal fees	400 000	300 000
Casino entrance fees	1 500 437	1 100 655
Gambling machine license fees	534 500	583 250
Employee license fees	186 350	154 150
	3 421 287	**2 938 055**
4 Other income		
Responsible Gambling contributions (Note 14)	8 878 537	1 124 832
Other operating income	22 960	52 131
	8 901 497	**1 176 963**
5 Refund from responsible gambling		
Refund on expenses from responsible gambling and interest (Note 14)	**9 690 880**	**-**
The Authority had been utilising the subventions received from the Government for meeting expenses for responsible gambling activities. The Board approved a refund of expenses incurred for responsible gambling activities from the year 2017 to 2022.		
For the year ended 31 March 2017	1 137 112	-
For the year ended 31 March 2018	1 291 532	-
For the year ended 31 March 2019	1 756 577	-
For the year ended 31 March 2020	2 024 061	-
For the year ended 31 March 2021	1 713 792	-
For the year ended 31 March 2022	1 767 806	-
Total	**9 690 880**	**-**

Notes To The Annual Financial Statements
For The Year Ended 31 March 2023

	2023 P	2022 P
6 Operating surplus		
Operating (deficit) / surplus is arrived at after charging the following items:		
Auditors remuneration - audit fees	(182 404)	(311 044)
Consultancy and professional fees	(4 770 924)	(3 916 892)
Depreciation on property, plant and equipment (Note 9)	(793 798)	(1 133 083)
Depreciation on right of use asset (Note 17)	(3 042 851)	(2 728 253)
Donations	(67 263)	-
Board members fees (Note 20)	(311 520)	(142 650)
Legal fees	(411 577)	(916 349)
Loss on disposal of property, plant and equipment	(170 019)	(4 076)
Meeting and conference costs	(1 374 710)	(598 847)
Provision for loss allowance (Note 10)	(370 169)	(171 931)
Staff cost (Note 6.1)	(24 310 268)	(20 900 795)
Expenses on responsible gaming activities (Note 14)	(8 878 537)	(1 124 832)
Business travel and accomodation	(5 256 825)	-
Other expenses	(2 469 946)	(4 184 838)
	(52 410 811)	**(36 133 590)**
6.1 Staff costs		
Salaries	(22 117 870)	(19 129 495)
Pension	(1 496 260)	(1 391 376)
Staff welfare	(696 138)	(379 924)
	(24 310 268)	**(20 900 795)**
Average number of emloyees during the year	**49**	**44**
7 Net finance cost		
Finance income		
Interest income on bank deposits	(51 217)	(16 723)
	(51 217)	**(16 723)**
Finance cost		
Interest on IFRS 16: Lease liability (Note 18)	2 024 274	2 302 890
Net finance cost	**1 973 057**	**2 286 167**

8 Taxation

The Authority is exempt from income tax under paragraph (xx) to Part 1 of the second schedule of the Income Tax Act (52:01).

9 Property, Plant and Equipment

	Leasehold improvements P	E-Books P	Office equipment P	Computer equipment P	Furniture and fittings P	Motor vehicles P	Total P
As at 31 March 2021							
Cost	2 681 159	8 120	2 280 955	1 366 184	3 131 742	1 886 969	11 355 129
Accumulated depreciation	(1 932 696)	(7 119)	(1 161 278)	(890 265)	(2 240 402)	(928 380)	(7 160 140)
Net book amount	**748 463**	**1 001**	**1 119 677**	**475 919**	**891 340**	**958 589**	**4 194 989**
Year ended 31 March 2022							
Net book amount at beginning of year	748 463	1 001	1 119 677	475 919	891 340	958 589	4 194 989
Additions	-	-	46 619	191 315	8 305	540 360	786 599
Disposals	-	-	-	(74 103)	-	(26 441)	(100 544)
Depreciation on disposal	-	-	-	66 016	-	18 509	84 525
Depreciation	(124 717)	(595)	(339 609)	(215 225)	(262 272)	(190 665)	(1 133 083)
Net book amount at end of year	**623 746**	**406**	**826 687**	**443 922**	**637 373**	**1 300 352**	**3 832 486**
As at 31 March 2022							
Cost	2 681 159	8 120	2 327 574	1 483 396	3 140 047	2 400 888	12 041 184
Accumulated depreciation	(2 057 413)	(7 714)	(1 500 887)	(1 039 474)	(2 502 674)	(1 100 536)	(8 208 698)
Net book amount	**623 746**	**406**	**826 687**	**443 922**	**637 373**	**1 300 352**	**3 832 486**
Year ended 31 March 2023 Net book amount at beginning of year	623 746	406	826 687	443 922	637 373	1 300 352	3 832 486
Additions	35 582	-	-	326 357	-	984 366	1 346 305
Disposals	-	-	-	(341 654)	-	(1 033 114)	(1 374 768)
Depreciation on disposal	-	-	-	254 094	-	542 379	796 473
Depreciation	(41 208)	-	(292 058)	(244 946)	(8 600)	(206 986)	(793 798)
Net book amount at end of year	**618 120**	**406**	**534 629**	**437 773**	**628 773**	**1 586 997**	**3 806 698**

Notes To The Annual Financial Statements
For The Year Ended 31 March 2023

	Leasehold improvements P	E-Books P	Office equipment P	Computer equipment P	Furniture and fittings P	Motor vehicles P	Total P
As at 31 March 2023							
Cost	2 716 741	8 120	2 327 574	1 468 099	3 140 047	2 352 140	12 012 721
Accumulated depreciation	(2 098 621)	(7 714)	(1 792 945)	(1 030 326)	(2 511 274)	(765 143)	(8 206 023)
Net book amount	**618 120**	**406**	**534 629**	**437 773**	**628 773**	**1 586 997**	**3 806 698**
Property, plant and equipment up to 31 March 2017 wholly includes assets funded through capital grants. From the financial year 2018 onwards, the Authority purchased assets from self generated funds. Disclosed below are the respective net book values as at 31 March 2023 and 31 March 2022 and depreciation for the year then ended.							
Net book value as at 31 March 2023							
Funded by capital grants	498 427	406	136 386	41 227	567 196	1 571 249	2 814 891
Funded by internally generated funds	119 693	-	398 243	396 546	61 577	15 748	991 807
	618 120	**406**	**534 629**	**437 773**	**628 773**	**1 586 997**	**3,806,698**
Net book value as at 31 March 2022							
Funded by capital grants	499 918	406	136 386	61 069	567 196	760 073	2 025 048
Funded by internally generated funds	123 828	-	690 301	382 853	70 177	540 279	1 807 438
	623 746	**406**	**826 687**	**443 922**	**637 373**	**1 300 352**	**3 832 486**
Depreciation for the year ended 31 March 2023							
Funded by capital grants	439	-	-	19 843	-	173 190	193 472
Funded by internally generated funds	40 769	-	292 058	225 103	8 600	33 796	600 326
	41 208	**-**	**292 058**	**244 946**	**8 600**	**206 986**	**793 798**
Depreciation for the year ended 31 March 2022							
Funded by capital grants	86 913	595	3 503	1 654	217 301	8 345	318 311
Funded by internally generated funds	37 804	-	336 106	213 571	44 971	182 320	814 772
	124 717	**595**	**339 609**	**215 225**	**262 272**	**190 665**	**1 133 083**

Notes To The Annual Financial Statements
For The Year Ended 31 March 2023

	2023 P	2022 P
10 Trade and other receivables		
Financial assets		
Fees receivable	1 135 545	1 591 836
Levies receivable	2 934 857	1 427 897
Less: Provision for doubtful debts	(988 296)	(618 127)
	3 082 106	2 401 606
Other receivables	479 843	172 408
Non-financial assets		
Pre-payments	391 600	1 519 370
	3 953 549	**4 093 384**

Trade and other receivables are receivable within a year. Since impact of discounting is not significant, the fair value of trade and other receivables equals the carrying amount.

Levies, contributions and fees receivable are normally collected within 90 days. Provision has been made in respect of long outstanding and/or irrecoverable balances. Owing to the nature of Authority's receivable, debtors have been individually assessed.

Loss allowance		
Opening balance	(618 127)	(495 500)
Amount written-off	-	49 304
Provision for the year	(370 169)	(171 931)
Closing balance	**(988 296)**	**(618 127)**

Gross carrying values and loss allowance categorised based on ageing are as follows:

	Gross carrying value P	Loss allowance P	Net carrying value P
31 March 2023			
0 to 30 days	2 917 459	(25 000)	2 892 459
31 to 60 days	226 500	(26 000)	200 500
61 to 90 days	6 500	-	6 500
Over 90 days	1 029 384	(937 296)	92 088
	4 179 843	**(988 296)**	**3 191 547**
31 March 2022			
0 to 30 days	2 373 570	-	2 373 570
31 to 60 days	-	-	-
61 to 90 days	25 000	-	25 000
Over 90 days	621 163	(618 127)	3 036
	3 019 733	**(618 127)**	**2,401,606**

	2023 P	2022 P
11 Short-term investments		
Access Bank Limited	14 384 179	18 129 018
African Alliance Botswana Limited	781 577	386 322
Bank Gaborone Limited	4 134 763	-
BBS Bank Limited	4 171 571	-
IPRO Botswana Fund Management Proprietary Limited	13 794 018	-
Vunani Fund Managers Botswana Proprietary Limited	23 976 683	32 835 848
	61 242 791	**51 351 188**

11 Short-term investments (continued)

11.1 Movement of the short-term investments during the year is as follows:

	Access Bank Limited P	African Alliance Botswana Limited P	Bank Gaborone Limited P	BBS Bank Limited P	IPRO Botswana Fund Management Proprietary Limited P	Vunani Fund Managers Botswana Proprietary Limited P	Total P
For the year ended 31 March 2022							
Balance as 01 April 2021	11 920 108	1 936 838	-	-	-	31 500 432	45 357 378
Investment additions during the year	21 570 492	1 443 184	-	-	-	32 062 172	55 075 848
Dis-investments during the year	(16 011 262)	(3 079 215)	-	-	-	(32 386 790)	(51 477 267)
Investment returns received during the year	687 238	85 515	-	-	-	1 660 034	2 432 787
Fees charged during the year	(37 558)	-	-	-	-	-	(37 558)
Balance as at 31 March 2022	**18 129 018**	**386 322**	**-**	**-**	**-**	**32 835 848**	**51 351 188**
For the year ended 31 March 2023							
Balance as 01 April 2022	18 129 018	386 322	-	-	-	32 835 848	51 351 188
Investment additions during the year	5 321 203	1 390 217	4 000 000	4 000 000	13 693 235	-	28 404 655
Dis-investments during the year	(10 007 474)	(1 034 865)	-	-	-	(10 737 884)	(21 780 223)
Investment returns received during the year	942 273	39 903	134 763	171 571	111 981	1 878 719	3 279 210
Fees charged during the year	(841)	-	-	-	(11 198)	-	(12 039)
Balance as at 31 March 2023	**14 384 179**	**781 577**	**4 134 763**	**4 171 571**	**13 794 018**	**23 976 683**	**61 242 791**

Notes To The Annual Financial Statements
For The Year Ended 31 March 2023

	2023 P	2022 P
12 Cash and cash equivalents		
Cash on hand	14	247
Cash at bank	2 447 024	4 113 620
	2 447 038	**4 113 867**
As at 31 March 2023, cash and cash equivalents included an amount of **P 1.7Mn (2022: P 2.3Mn)** relating to license levy held by the Authority on behalf of the Levy Fund. For the purpose of the statement of cash flows, the year end cash and cash equivalents comprise the following:		
Cash and cash equivalents as above	2 447 038	4 113 867
Less: License levy received	(1 683 416)	(2 342 672)
	763 622	**1 771 195**
13 Capital grants		
Balance at beginning of year	2 009 888	1 746 053
Purchase of assets during the year (Note 14)	984 366	582 146
Amortisation of grant to income during the year (Note 8)	(193 472)	(318 311)
Balance at end of year	**2 800 782**	**2 009 888**
14 Deferred income		
Government subvention		
Balance at beginning of year	-	1 335 130
Received during the year	30 984 190	32 614 940
Less: Amount utilised during the year and transferred to income	(30 984 190)	(33 950 070)
Balance at end of year	**-**	**-**

	2023 P	2022 P
14 Deferred income (continued)		
Excessive Gambling Prevention and Rehabilitation Committee		
Balance at beginning of year	51 721 662	43 836 975
Amounts utilised during the year and transferred to capital grants (Note 13)	(984 366)	(582 146)
Amounts utilised during the year and transferred to other income (Note 4)	(8 878 537)	(1 124 832)
Amounts utilised during the year and transferred to other income (Note 5)	(9 690 881)	-
Contributions during for the year	9 158 829	7 619 009
Interest accrued	3 234 859	1 972 656
Balance at end of year *	**44 561 566**	**51 721 662**

*This refers to contributions collected from licensed casinos towards a programme aimed at supporting responsible gambling monitored by the Excessive Gambling Prevention and Rehabilitation Committee. The unutilised portion of contributions collected is treated as deferred income.

	2023 P	2022 P
15 Accounts and other payables		
Staff accruals (Note 15.1)	1 556 106	734 170
Fees received in advance	107 500	125 000
Accruals and other payable	3 505 709	2 354 861
	5 169 315	**3 214 031**

Notes To The Annual Financial Statements
For The Year Ended 31 March 2023

15.1 Staff accruals	Gratuity P	Severance P	Leave pay P	Total P
Balance at 31 March 2022	212 607	37 992	483 571	734 170
Accrued during the year	1 768 273	158 144	1 389 689	3 316 106
Payments made during the year	(1 223 518)	(178 822)	(1 091 830)	(2 494 170)
Balance at 31 March 2023	**757 362**	**17 314**	**781 430**	**1 556 106**

	2023 P	2022 P
16 Levies payable		
License levy payable to Levy Fund	**17 012 079**	**3 770 569**

Levies payable represent the total amount of license levies collected and held by the Authority as at the year-end. In April 2022, the Ministry of Trade and Industry set up the Gambling Levy Fund and the Authority had to halt the remittance while awaiting the banking details for the newly established Fund. The banking details were confirmed by the Fund in April 2023 and remmitance for funds received during the year 2022/23 was done in May 2023.

17 Right-of-use asset

The Authority leases its office building. The rental contract is made for fixed periods of 5 years with an extension option for further 5 years.

17 Right-of-use asset (continued)	Buildings P	Total P
As at 31 March 2021		
Cost	33 021 795	33 021 795
Accumulated depreciation	(5 697 167)	(5 697 167)
Net book value	**27 324 628**	**27 324 628**
For the year ended 31 March 2022		
Opening net book value	27 324 628	27 324 628
Depreciation charge	(2 728 253)	(2 728 253)
Closing net book value	**24 596 375**	**24 596 375**
As at 31 March 2022		
Cost	33 021 795	33 021 795
Accumulated depreciation	(8 425 420)	(8 425 420)
Closing net book value	**24 596 375**	**24 596 375**
For the year ended 31 March 2023		
Opening net book value	24 596 375	24 596 375
Depreciation charge	(3 042 851)	(3 042 851)
Closing net book value	**21 553 524**	**21 553 524**
As at 31 March 2023		
Cost	33 021 795	33 021 795
Accumulated depreciation	(11 468 271)	(11 468 271)
Closing net book value	**21 553 524**	**21 553 524**

18 Lease liability		
Balance at beginning of year	26 730 610	28 875 202
Interest accrual	2 024 274	2 302 890
Re-payments	(4 643 024)	(4 447 482)
Balance at end of year	**24 111 860**	**26 730 610**

	2023 P	2022 P
The lease payments are discounted using the interest rate implicit in the lease which approximates to 8.25% p.a.		
Current	3 130 616	2 612 578
Non-current	20,981,244	24 118 032
Total lease liability	**24 111 860**	**26 730 610**
The maturity of the lease liabilities is as follows:		
No later than 1 year	5 004 127	4 720 875
Later than 1 year and no later than 5 years	17 845 123	18 701 837
More than 5 years	8 640 446	12 794 031
Gross lease payable	**31 489 696**	**36 216 743**
Less: finance charges	(7 377 836)	(9 486 133)
	24 111 860	**26 730 610**
19 Financial instruments by category The accounting policies for financial instruments have been applied to the line items below:		
Financial assets at fair value		
Short-term investments	61 242 791	51 351 188
Financial assets at amortised cost		
Trade and other receivables	3 561 949	2 574 014
Cash and cash equivalents	2 447 038	4 113 867
	6 008 987	**6 687 881**
Financial liabilities at amortised cost		
Lease liabilities	24 111 860	26 730 610
Accounts and other payables	2 234 882	2 337 120
Levies payable	17 012 079	3 770 569
	43 358 821	**32 838 299**
The fair value of financial assets and financial liabilities approximates to their carrying values.		

Notes To The Annual Financial Statements
For The Year Ended 31 March 2023

	2023 P	2022 P
20 Related party disclosures Gambling Authority is established under Gambling Act, 2012 and is a parastatal of the Republic of Botswana. The following transactions were carried-out with related parties. Gambling Authority has been established under the Ministry of Trade and Industry (the "Ministry") and the Ministry provides assistance by way of subventions and grants to meet the Authority's operating expenses and to purchase capital assets.		
(a) Grant received Ministry of Trade and Industry (Note 14)	30 984 190	32 614 940
(b) Compensation to key management personnel Key management includes Members of the Board and Members of the Executive Committee. The compensation paid or payable to key management for employee services are shown below:		
Short-term employee benefits	6 412 452	7 488 557
Accrued gratuity	811 597	227 397
(c) Directors' emoluments		
Ms. Eunice Mmono	10 800	25 200
Ms. Itumeleng Mareko	43 680	21 600
Mr. Marvin Torto	75 150	21 600
Ms. Arabang Kanego	-	10 800
Mr. Blessed Monyatsi	20 250	47 250
Ms. Mmakome Masendu	31 500	16 200
Ms. Bridget Lorato Mphusu	31 680	-
Ms. Mary Ngwenya	17 100	-
Mr. Kebonyemodisa Ooke	33 480	-
Ms. Botlhale E. S. Radithupa	8 100	-
Dr. Tebogo B. Sebeelo	33 300	-
Mr. Gaoakanye Tapeng	6 480	-
	311 520	**142 650**

Notes To The Annual Financial Statements
For The Year Ended 31 March 2023

21 Financial risk management

Capital risk management
The Authority's objectives when managing capital are to safeguard the Authority's ability to continue as a going concern in order to provide benefits to stakeholders.

There are no externally imposed capital requirements and there have been no changes to what the Authority manages as capital, the strategy for capital maintenance or externally imposed capital requirements from the previous year.

The Authority's activities expose it to a variety of financial risk as follows;

Liquidity risk
The Authority's risk to liquidity is a result of the funds available to cover the future commitments. The Authority manages liquidity through an ongoing review of future commitments and credit facilities.

The following tables detail the Authority's remaining contractual maturity for its non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Authority can be required to pay.

	Less than 1 year P	1 - 5 years P	Over 5 years P
31 March 2023			
Accounts and other payables	2 234 882	-	-
Levies payable	17 012 079	-	-
Lease liabilities	5 004 127	17 845 123	8 640 446
	24 251 088	**17 845 123**	**8 640 446**
31 March 2022			
Accounts and other payables	2 337 120	-	-
Levies payable	3 770 569	-	-
Lease liabilities	4 720 875	18 701 837	12 794 031
	10 828 564	**18 701 837**	**12 794 031**

Credit risk
Credit risk consists mainly of cash and cash equivalents and accounts receivable. The Authority only deposits cash with major banks and financial institutions with high quality credit standing and limits exposure to any one counter-party. As at year-end, the Authority has deposits with First National Bank of Botswana Limited, African Alliance Botswana Limited, Access Bank Botswana Limited, Bank Gaborone Limited, BBS Bank Limited, Ipro Botswana Fund Management Proprietary Limited and Vunani Fund Managers Propriety Limited. There are no credit ratings available in Botswana.

21 Financial risk management (continued)

Credit risk (continued)

First National Bank of Botswana Limited is listed on the Botswana Stock Exchange and is a subsidiary of First Rand Holdings Limited, a company listed on the Johannesburg Stock Exchange. African Alliance Botswana Limited is a subsidiary of African Alliance Limited and Access Bank is a retail and commercial banking institution listed on the Botswana Stock Exchange. BBS Limited was licensed by Bank of Botswana to operate as a commercial bank in October 2022 and formerly operated as Botswana Building Society. Vunani Fund Managers Propriety Limited has 60% shareholding in AME Capital Propriety Limited a company listed on Johannesburg Stock Exchange.

Financial assets exposed to credit risk at the year end were as follows:

	2023 P	2022 P
Trade and other receivables	3 561 949	2 574 014
Cash at bank and short-term bank deposits		
First National Bank of Botswana Limited	2 447 024	4 113 620
Access Bank Limited	14 384 179	18 129 018
African Alliance Botswana Limited	781 577	386 322
Bank Gaborone Limited	4 134 763	-
BBS Bank Limited	4 171 571	-
IPRO Botswana Fund Management Proprietary Limited	13 794 018	-
Vunani Fund Managers Botswana Proprietary Limited	23 976 683	32 835 848
	63 689 815	55 464 808
Balance at end of year	**67 251 764**	**58 038 822**

Market risk: Cash flow interest rate risk

Fluctuations in interest rates impact on the value of short-term cash investment and financing activities, giving rise to interest rate risk. The cash is managed to ensure surplus funds are invested in a manner to achieve maximum returns while minimising risk.

At 31 March 2023, if interest rates on short-term deposit had been 0.5% higher / lower with all other variables held constant, surplus for the year would have been P306,214 (2022: P256,756) lower/higher, mainly as a result of higher / lower interest income on floating rate deposits.

Notes To The Annual Financial Statements
For The Year Ended 31 March 2023

22 Commitments - Capital commitments

There were no capital expenditure contracted for at the reporting date but not yet incurred (2022: P NIL).

23 Contingent liabilities

There were no contingent liabilities at the reporting date.

24 Events after reporting date

At the date of finalisation of the annual financial statements, no events have come to the attention of Management and the Board of Directors that require disclosure in or adjustments to these annual financial statements.

25 Going concern

The Authority incurred a deficit of P1,192,542 for the year and as at 31 March 2023 (2022: P36,358), and the Authority's current liabilities exceed its current assets by P2,230,198 (2022: P1,760,401). These conditions would ordinarily cast significant doubt on the Authority's ability to continue as a going concern.

During the current financial year, the Authority had a cut in its Government subvention received. However, with cost savings strategies, Authority was able to manage the operations. A subvention of P29,984,184 has been approved for the financial year 2023/2024 and taking into account, various plausible impact scenarios and information available at the time of approving the annual financial statements, the Authority assessed that it has sufficient cash and liquid assets available to meet its obligations as these fall due and to remain a going concern for the ensuing twelve months. No material uncertainty exists that would indicate the Authority will not be a going concern.

Based on the foregoing, the Authority has prepared the annual financial statements on the going concern basis.

DETAILED INCOME STATEMENT
For The Year Ended 31 March 2023

	2023 P	2022 P
INCOME		
Rendering of services	3 421 287	2 938 055
Government subvention	30 984 190	33 950 070
Amortisation of capital grants	193 472	318 311
Refunds from responsible gambling	9 690 880	-
Other income	22 960	-
Income from responsible gambling	8 878 537	1 176 963
Interest received	51,217	16 723
	53 242 543	**38 400 122**
EXPENDITURE		
Advertising and promotions	(553 781)	(234 960)
Auditors remuneration	(182 404)	(311 044)
Bank charges	(28 856)	(25 503)
Cleaning	(4 770 924)	(3 916 892)
Consultancy and professional fees	-	(17 150)
Courier and postage	(4 775)	(3 420)
Depreciation on property, plant and equipment	(793 798)	(1 133 083)
Depreciation on right of use assets	(3 042 851)	(2 728 253)
Board fees	(311 520)	(142 650)
Donations	(67 263)	-
Insurance	(406 427)	(402 332)
Interest on IFRS 16: Lease liability	(2 024 274)	(2 302 890)
Legal fees	(411 577)	(916 349)
Loss on disposal property, plant and equipment	(170 019)	(4 076)
Meeting and conference costs	(1 374 710)	(598 847)
Motor vehicle expenses	(190 150)	(166 869)
Office expenses	(378 784)	(469 957)
Printing and stationery	(3 851)	(12 848)
Provision for loss allowance	(370 169)	(171 931)
Repairs and maintenance	(109 826)	(41 157)

DETAILED INCOME STATEMENT
For The Year Ended 31 March 2023

	2023 P	2022 P
EXPENDITURE (continued)		
Salaries and wages	(23 614 130)	(20 520 871)
Security	(708 565)	(752 894)
Staff welfare	(696 138)	(379 924)
Subscriptions	(26 288)	(46 469)
Telephone and internet	(1 087 588)	(1 103 166)
Business travel and accomodation	(5 256 825)	-
Utility	(444 652)	(300 000)
Licensing and monitoring	(301 959)	(187 209)
Responsible gambling costs	(7 053 606)	(1 124 832)
COVID-19 crisis management	(49 375)	(420 904)
Total expenditure	**(54 435 085)**	**(38 436 480)**
Deficit for the year	**(1 192 542)**	**(36 358)**

The supplementary information does not form part of the annual financial statements and is unaudited.

Appendix A

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GAMBLING AUTHORITY

Bet Responsibly

STICK TO YOUR GAME PLAN

1. SET YOUR LIMITS. STICK TO THEM.
2. TRACK YOUR BETS.
3. ONLY BET WHEN YOU CAN AFFORD TO.





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