



DELEGATION OF AUTHORITY

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TABLE OF ACRONYMS AND ABBREVIATIONS

AA	Accounting Authority
Act	Gauteng Gambling Act 4 of 1995
Board	The Gauteng gambling Board established by section 3 of the Act
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operations Officer
DED	Department of Economic Development
DoA	Delegation of Authority
EFT	Electronic Financial Transaction
GGB	Gauteng Gambling Board
ICT	Information and Communication Technology
IT	Information Technology
KPA	Key Performance Area
KPI	Key Performance Indicator
MEC	Member of Executive Council
MTEF	Medium-Term Expenditure Framework
PFMA	Public Finance Management Act, Act No 1 of 1999, as amended
SCM	Supply Chain Management
The Act (GGA)	Gauteng Gambling Act, Act No 4 of 1995, as amended

DOCUMENT APPROVAL PROCESS

Version Version 5
Date March 2020
Summary This document is the Delegation of Authority applicable to the Gauteng Gambling Board.

Signature



Date:

CHIEF EXECUTIVE OFFICER

Signature

Date:

CHAIRPERSON: AUDIT & RISK COMMITTEE

Approved by the Board

Date:

CHAIRMAN OF THE BOARD

Effective date

Next revision date March 2022 or as required

PURPOSE

- 1.1 This Delegation of Authority is established to define the limits of authority designated to specified positions of responsibility within the Gauteng Gambling Board (“GGB”) and to establish the types and maximum amount of obligations that may be approved by individuals. The approval of commitments and transactions outlined in this document must always be made by the parties that have been designated the responsibility for final approval.
- 1.2 The objectives of this Delegation of Authority is to ensure operational efficiency while maintaining sound corporate governance practices; and to strengthen operational accountability and control to relevant tiers of management.

2. BACKGROUND

- 2.1 The GGB is a provincial entity within the Gauteng Provincial Government and specifically reports to the Department of Economic Development (DED), and was created to regulate gambling within the Gauteng Province.
- 2.2 It is a Schedule 3C Public Entity in terms of the Public Finance Management Act (PFMA) and as such, the Accounting Authority (the Board) ensures that the organisation is empowered to carry out specific transactions through the delegation of its authority.
- 2.3 Management and employees in the GGB have different levels of authority in respect of different types of business decision-making. The levels of delegation of authority range from the Board level to employee level.
- 2.4 It is a requirement of the GGB that the functionality of the systems of delegations, including the procedures and processes, must be result and performance driven and must contribute to effectiveness and efficiency with no delays in service delivery.

3. SCOPE AND APPLICABLE LEGISLATION

- 3.1 Section 56 of the PFMA provides that the Board may, in writing delegate any of the powers entrusted or delegated to it in terms of the PFMA, to an official of the GGB, or to instruct an official of the GGB to perform any of the duties assigned to the GGB in terms of the PFMA.
- 3.2 Section 15A of the Gauteng Gambling Act, 4 1995 provides that the Board may subject to the provisions of this section, delegate its powers, functions and duties to any member of the board or of the staff of the board or any committee of such members, on such conditions as the board may determine.
- 3.3 The Delegation of Authority is applicable to the GGB and should be read in conjunction with the Act, the PFMA, relevant legislation and all the policies of the GGB.
- 3.4 This Delegation of Authority is subject to compliance with the requirements of the PFMA, and any other applicable legislation.

4. ACCOUNTING AUTHORITY'S RESPONSIBILITIES

4.1 GENERAL RESPONSIBILITY

- 4.1.1 The Board is the Accounting Authority in respect of the GGB.
- 4.1.2 The Board shall report to the MEC, as its Shareholder, in respect of the Strategic Plans, Business Plans, and MTEF Budgets.
- 4.1.3 It is the responsibility of the Board and Management to establish, implement and supervise adherence to the policies of the GGB, either directly or through delegation of authority. Policies should address that functions are not managed for cross-purposes and should specify procedures and controls to avoid concentrations of risks on a consolidated basis. The Board plays an oversight role within GGB and the Chief Executive Officer oversees operations.

- 4.1.4 The Board approves all policies related to the general conduct of business, employees, strategy and the approval of all contractual arrangements with strategic partners.
- 4.1.5 The matters reserved for decision by the Board in terms of the PFMA and the Act shall not be delegated.
- 4.1.6 The Board may establish Board Sub-committees and delegate some of its powers.
- 4.1.7 The Board may delegate some of its authority to the Chief Executive Officer (CEO) where appropriate for the effective overall management of the GGB.
- 4.1.8 The delegation or instruction to an official of the GGB in terms of this framework is subject to any limitations and conditions which the board may impose.
- 4.1.9 The delegations or instructions to an official of the GGB does not divest the Board of the responsibility concerning the delegated power or the performance of the assigned duty.

4.2 RESPONSIBILITY FOR ADEQUATE FUNDING AND LIQUIDITY

- 4.2.1 It is the responsibility of the Board and Management to ensure that the GGB is adequately funded in terms of regulatory and prudential management requirements, business opportunities and risk;
- 4.2.2 It is the responsibility of the Board and Management to ensure that the GGB is funded responsibly and that adequate liquidity is in place to meet obligations; and
- 4.2.3 The GGB shall not provide guarantees for debt or other obligations of any entity unless the guarantee is approved in accordance with the requirements of the PFMA.

4.3 FINANCIAL RESPONSIBILITY

- 4.3.1 It is the responsibility of the Board and Management to ensure that the entity:

- 4.3.1.1 Does not incur expenses or takes on commitments that are not adequately covered by income received and other income taking into account the volatility in such expected cash flows;
- 4.3.1.2 Complies with all the provisions of the PFMA and concomitant Treasury Regulations;
- 4.3.1.3 Board must review and approve the key elements and the objectives of the Strategic Plan
- 4.3.1.4 Board shall approve all Capital/Infrastructure Expenditure in line with this Delegation of Authority;
- 4.3.1.5 Submits Quarterly Financial Reports for approval and consolidation of the Quarterly Financial Reports to the DED;
- 4.3.1.6 Submits Operational and Performance Reports for each Quarter, as required by the PFMA, for approval and consolidation in the submission of the Quarterly Reports to the DED;
- 4.3.1.7 Submits Annual Financial Statements for approval to be consolidated and submitted to the Auditor General for audit purposes, as required by the PFMA; and
- 4.3.1.8 Submits Audited Annual Financial Statements for approval to the DED, Provincial Treasury and National Treasury as required by the PFMA.

5. PRINCIPLES OF DELEGATION OF AUTHORITY

- 5.1 In implementing this DOA, the GGB will be guided by the following principles:
 - 5.1.1 **Knowledge of Objectives** to facilitate clear understanding of the roles and responsibilities by the delegated official thereby enabling the official to discharge his/her responsibilities as intended;
 - 5.1.2 **Parity of Authority and Responsibility** to ensure that authority is always commensurate with the responsibility of the delegated official;

- 5.1.3 **Absoluteness of Accountability** to reaffirm the fact that delegation of authority does not imply abdication of accountability as the latter cannot be delegated.
- 5.1.4 **Use of Exception** to be adopted in an effort to allow the delegated official to exercise his/her own judgment and be given the necessary freedom to take decisions within the purview of delegated authority.
- 5.1.5 **Transparency** in decision making while strengthening individual accountability.
- 5.2 All delegations must be in writing and signed by all parties. Thus, the GGB official must accept the delegation bestowed upon him/her in writing. An official accepting a delegation accepts with it the obligation to answer for any breach of policies applicable and powers abused.
- 5.3 In exercising delegated authority, an official must do so in the spirit of utmost good faith and transparency.
- 5.4 A delegation is attached to a position and not to an individual. Officials serving in an acting capacity hold the delegated powers associated with the position in which they are acting, and will exercise those powers, and be accountable for their actions, just as if they were permanent appointees.
- 5.5 The exercising of power must be in the field of responsibility and no person can exercise a power that is not a function of his/her responsibility.
- 5.6 An official must disclose the nature of any direct or indirect interest he/she might have in any contract or proposed contract where he/she must recommend or approve any actions to be taken.
- 5.7 The Board may at any time withdraw, qualify or amend a delegation made by it.
- 5.8 The withdrawal, amendment or lapsing of a delegation or sub-delegation, does not invalidate anything done as a consequence of a decision taken under that delegation.

6. DELEGATION OF AUTHORITY

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.1	ORGANISATIONAL STRUCTURE, STRATEGIC PLAN, POLICIES AND PROCEDURES													
6.1.1	Organisational Structure		Approve			Recommend					Recommend		The Act	The Board will approve on recommendation of the CEO (After consultation with the management team), subject to budget availability

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.1.2	Appointment of Board members	Approve											The Act	
6.1.3	Creating and maintaining relevant Board committees with appropriate mandates and reporting procedures		Approve										The Act, PFMA	Approved by the Board
6.1.4	Appointment of CEO	Approve	Recommend										The Act	The Board will appoint the CEO and the MEC will concur the appointment Gauteng Gambling Act Section 12 (1) (a)

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.1.7	Approval of organisational policies		Approve		Recommend	Recommend			Recommend		Recommend		The Act	Approved by the Board The Audit and Risk Committee and the various Board Sub- Committees recommend their various policies for approval by the Board
6.1.8	Approval of organisational procedures and guidelines										Approve		The Act	Procedures must be aligned to policy.
6.2	Strategic Plan and/or Business Plan													

NO	6.2.1	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Approval	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
		Approval of the Strategic Plan and/or Business Plan		Approval	Recommend for approval								Recommend		PFMA and Treasury Regulations	- In consultation with the COO The Accounting Authority for a public entity listed in Schedule 3C must submit a proposed Strategic Plan and/or Business Plan for approval to the relevant executive authority not later than 6 months before the start of the following year, after approval from Board

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.2.2	Approval of the Annual Performance Plan	Final Approval	Recommend for approval								Recommend	Recommend	PFMA and Treasury Regulations	The Accounting Authority for a public entity listed in Schedule 3C must submit a proposed Annual Performance Plan for approval to the relevant executive authority not later than 6 months before the start of the following year. COO to recommend.
6.2.3	Evaluation of performance in terms of the Strategic Plan		Approve		Recommend						Recommend		PFMA and Treasury Regulations	30 days after the end of each quarter and submitted to Audit and Risk Committee and Board

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.3	Systems													
6.3.1	Approval of business cases for less than R300 000												Organisational Policy- delegated to departmental manager	
6.3.2	Approval of business cases for more than R300 000 and up to R1 000 000										Approve	Recommend	PFMA , Treasury Regulations Organisational Policy	

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.3.3	Approval of business cases for more than R1 000 000		Approve		Recommend						Recommend		PFMA, Treasury Regulations Organisational Policy	
6.4	APPROVAL OF DEVIATIONS													
6.4.1	Approval of deviations below R500,000										Approves	Recommends	PFMA and Treasury Regulations, and Practice Notes	

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.4.2	Approval of deviations above R500,000		Approves								Recommends	Recommends	PFMA and Treasury Regulations and Practice Notes	.
6.5	Planning & budgeting													
6.5.1	Medium Term Budget (3 years)		Approve		Recommend						Recommend		PFMA and Treasury Regulations	The Board after preparation and consolidation by the CEO in consultation with Management. Final Approval from GGB Board

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
	TREASURY MATTERS													
6.6	Cash & Banking Management													
6.6.1	Responsible for establishing systems, procedures, processes and training and awareness programs to ensure efficient and effective bank and cash management		Approve		Recommend						Recommend	Recommend	PFMA and Treasury Regulations	

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6.6.2	Opening of bank accounts		Approve								Recommends	Recommend	PFMA and Treasury Regulations	Board after recommendation by the CEO. Provincial Treasury prior approval needed.
6.6.3	Appointment of signatories										Approve	Recommend	PFMA and Treasury Regulations	
6.6.4	Signing of cheques/EFT's										Approve	Recommend	PFMA and Treasury Regulations	In accordance with the Relevant Policy and DoA.

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6.6.5	Approval of debit orders (per item)										Approve	Recommend	PFMA and Treasury Regulations	In accordance with the Relevant Policy and DoA.
6.6.6	Foreign denominated transactions										Approve	Recommend	PFMA and Treasury Regulations	In accordance with the Relevant Policy and DoA.
6.7	Investments													

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6.7.1	Approval of investment policy		Approve		Recommend						Recommend	Recommend	PFMA and Treasury Regulations	Approved by the Board
6.7.2	Investment of surplus funds with an investment grade rating (approval to be obtained)										Approve	Recommend	PFMA and Treasury Regulations	According to investment policy
6.7.3	Day to day transfer of short term money market investments to fund and operational expenditure										Approve	Recommend	PFMA and Treasury Regulations	The CFO who can delegate to another finance official

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6.8	IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE													
6.8.1	The condonation of unauthorised, irregular, fruitless and wasteful expenditure.		Approve		Recommend						Recommend	Recommend	PFMA and Treasury Regulations, and Practice Notes	
6.8.2	Reporting of unauthorised, irregular, fruitless and wasteful expenditure to the Auditor General and Provincial Treasury.		Approve		Recommend						Recommend	Recommend	PFMA and Treasury Regulations	After reporting to the Board.

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6.8.3	Disciplinary steps taken as result of unauthorised, Irregular, fruitless and wasteful expenditure in the Annual Financial Statements		Approve		Recommend						Recommend	Recommend	PFMA and Treasury Regulations	Information to be submitted to the Board.
6.9	ASSET MANAGEMENT													
6.9.1	The Accounting Authority of an institution must take full responsibility and ensure that proper control systems exist for assets and that:													

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6.9.2	Acquisition, Disposal and sub-letting of immovable property		Approve		Recommend						Recommend	Recommend	PFMA and Treasury Regulations	At market value. Approval of MEC has to be obtained in terms of section 54(2)(d) if disposal of a significant asset
6.10	MOVABLE ASSETS													
6.10.1	Writing off of assets book value up to R5,000 pa										Approve	Recommend	Organisational Policy	

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6.10.2	Writing off of assets book value over R5,000 pa		Approve		Recommend						Recommend	Recommend	Organisational Policy	
6.11	MANAGEMENT OF DEBTORS													
6.11.1	Effective system for management of debt													

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.11.1.1	Recovering of debt in instalments, over 12 months up to R1 million initial debt										Approve	Recommend	PFMA, and Treasury Regulations	
6.11.1.2	Recovering of debt in instalments, over 12 months and exceeding R1 million initial debts		Approve		Recommend						Recommend		PFMA and Treasury Regulations	

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6.11.1.3	Writing off of debt – book value up to R100,000 pa										Approve	Recommend	PFMA, and Treasury Regulations	Report to be tabled to the Board
6.11.1.4	Writing off of debt – book value over R100,000 pa		Approve		Recommend						Recommend	Recommend	PFMA, and Treasury Regulations	Board
6.12	ACCOUNTING RECORDS AND RELATED MATTERS													

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.12.1	Submission of annual financial statements to Board and Audit and Risk Committee										Recommend	Recommend	PFMA and Treasury Regulations	Should be submitted to Executive Authority & AG by 31 May, including consolidated financial statements
6.12.2	Approval of the annual financial statements		Approve		Recommend						Recommend	Recommend	PFMA and Treasury Regulations	Final approval by GGB Board

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.12.3	Submission of annual report to the Board										Recommend	Recommend	PFMA and Treasury Regulations	
6.12.4	Submission of annual report to the Executive Authority and Provincial Treasury		Approve		Recommend						Recommend	Recommend	PFMA and Treasury Regulations	Within 5 months after year-end, 31 August.
6.13	REPLIES ON AUDIT QUERIES													

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.13.1	Informal queries										Approve	Recommend	Organisational Policy	
6.13.2	Formal queries										Approve	Recommend	Organisational Policy	
6.14	SUBMISSIONS TO PROVINCIAL TREASURY													

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.14.1	Sigining of submissions to Provincial Treasury										Approve	Recommend	PFMA and Treasury Regulations	The CFO accepts responsibility for the correspondence from the institution with the Provincial Treasury and shall therefore take appropriate steps to ensure the correctness and completeness of information furnished to Provincial Treasury.
6.15	PROCUREMENT MATTERS													

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.15.1.2	Closed tenders										Approve	Recommend	PFMA and Treasury Regulations	In terms of the approved SCM Policy
6.15.2	Appointment of SCM Committees													

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.15.2.1	Bid Specification Committee										Approve	Recommend	PFMA and Treasury Regulations	In terms of the approved SCM Policy
6.15.2.2	Bid Evaluation Committee										Approve	Recommend	PFMA and Treasury Regulations	In terms of the approved SCM Policy Members to be at Section Head and Management level

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.15.2.3	Bid Adjudication Committee										Approve	Recommend	PFMA and Treasury Regulations	In terms of the approved SCM Policy Members to be at Senior Management level
6.15.3	Approval of tenders												Organisational Policy	

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.15.3.1	Up to R1,000,000										Approve	Recommend		
6.15.3.2	In excess R1,000,000		Approve								Recommend	Recommend	Organisational Policy	On recommendation from the Adjudication Committee

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.16	EXPENDITURE													
6.16.1	All leases to be approved by the Board prior to entering into the lease		Approve										Organisational Policy	
6.17	Authorisation of Purchases and Payments:													Amounts may individual levels

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.17.1	Purchases and Payment up to R300 000													
6.17.2	Purchases and Payment up to R1,000,000										Approve	Recommend	Organisational Policy	

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6.17.3	Purchases and Payment over R1,000,000		Approve										Organisational Policy	CEO delegated to approve all payments for administrative purposes
6.17.4	Maintenance of Buildings, furniture and equipment										Approve	Recommend	Organisational Policy	Delegated to departmental managers up to R30 000. Per above operational levels in consultation with the Manager: HR

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.18.2	Up to R 1,000,000										Approve	Recommend	Organisational Policy	
6.18.3	Above R 1,000,000		Approve										Organisational Policy	

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6.19.2	HR Benefits structure		Approve			Recommend					Recommend		Organisational Policy	After input from the Corporate Committee the Board approves
6.19.3	Main Levels of Remuneration		Approve			Recommend					Recommend		Organisational Policy	After input from the Corporate Committee the Board approves

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6.19.4	Performance bonuses- total amount pa		Approve			Recommend					Recommend		Organisational Policy	After input from the Corporate Committee the Board approves
6.19.5	Performance bonus Chief Executive Officer		Approve			Recommend							Organisational Policy	After input from the Corporate Committee the Board approves

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.19.6	Performance bonus all staff		Approve			Recommend					Recommend		Organisational Policy	After input from CEO and the Corporate Committee the Board approves
6.19.7	Issuing of appointment letters										Approve		Organisational Policy	Manager: Human Resources Extensions of employment contract are subject to recommendation by relevant manager.

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.19.8	Salary and Annual Increases		Approve								Recommend		Organisational Policy	After input from CFO, CEO and the Corporate Committee the Board approves
6.19.9	Acceptance of Resignations										Approve		Organisational Policy	Delegated to relevant managers. Board for CEO.

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.19.10	Leave approval										Approve		Organisational Policy	Delegated to relevant managers
6.19.11	Staff loans												Organisational Policy	Delegated to relevant managers

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.19.12	Bursaries										Approve		Organisational Policy	Delegated to relevant managers
6.19.13	Professional Membership fees												Organisational Policy	Delegated to relevant managers

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.19.14	Relocation costs										Approve		Organisational Policy	Delegated to relevant managers
6.20	FINANCIAL MISCONDUCT												PFMA and Treasury Regulations	

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.20.1	Initiation of Disciplinary proceedings against employee(s) when internal investigation indicates that fraud has occurred										Approve		PFMA and Treasury Regulations	To be reported to the Board Committee
6.20.2	Immediate initiation of disciplinary procedure with respect to alleged financial misconduct by the Board or any of its members	Approve	Recommend										PFMA and Treasury Regulations	To be reported to the Board Committee

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.21.1	Contracts for services rendered													
6.21.1.1	Up to R 1,000,000										Approve	Recommend	Organisational Policy	Contract register to be tabled to the Board Committee.

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.21.1.2	Above 1,000,000		Approve								Recommend	Recommend	Organisational Policy	
6.21.2	Handling of disputes arising from corporate contract													

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.21.2.1	Up to R 1,000,000										Approve	Recommend	Organisational Policy	In consultation with the Manager: Legal Services and the matter should be reported to the Board.
6.21.2.2	Above 1,000,000		Approve								Recommend	Recommend	Organisational Policy	In consultation with the Manager: Legal

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.21.3	Settlement of corporate legal matters													
6.21.3.1	Up to R 1,000,000										Approve	Recommend	Organisational Policy	In consultation with the Manager: Legal Services and the matter should be reported to the Board.

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.21.3.2	Above 1,000,000		Approve								Recommend	Recommend	Organisational Policy	In consultation with the Manager: Legal
6.21.4	Debt recovery										Approve		Organisational Policy	In consultation with the Manager: Legal Services and the matter should be reported to the Board.

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.21.5	Claims against GGB as result of Acts or Omissions. Approval to write off losses and damages as caused by acts or omissions by an employee													
6.21.5.1	Up to R 1,000,000										Approve	Recommend	Organisational Policy	In consultation with the Manager: Legal Services and the matter should be reported to the Board.

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.21.5.2	Above 1,000,000		Approve								Recommend	Recommend	Organisational Policy	In consultation with the Manager: Legal
6.21.6	Claims against Other Persons													

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.21.6.1	Up to R 1,000,000										Approve	Recommend	Organisational Policy	In consultation with the Manager: Legal Services and the matter should be reported to the Board.
6.21.6.2	Above 1,000,000		Approve								Recommend	Recommend	Organisational Policy	In consultation with the Manager: Legal

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.22	RISK MANAGEMENT													
6.22.1	Insurance		Approve								Recommends/ Approve	Recommend	Organisational Policy	Subject to SCM Policy
6.22.2	Determination of risk portfolio to be insured										Approve	Recommend	Organisational Policy	

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.22.3	Appointment of Insurance Brokers		Appr ove								Recommends/ Approve	Recommend	Organisational Policy	Subject to SCM Policy
6.22.4	Losses and damages through major and other unavoidable causes. The approval of any write offs to be made										Approve	Recommend	Organisational Policy	

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.23	ADMINISTRATIVE MATTERS												Organisational Policy	
6.23.1	Travelling & Accommodation												Organisational Policy	

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6.23.1.1	Road & Air travel & Related Accommodation expenses										Approve		Organisational Policy	Delegated to relevant line manager. Subject to budget availability.
6.23.1.2	Road & Air travel & Related Accommodation expenses in respect of CEO		Approve								Recommend		Organisational Policy	Board Chairman to approve on behalf of the Board. Subject to budget availability.

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.23.1.3	Overseas trips	Notification	Approve								Approve	Recommend	Organisational Policy	MEC:DED to be notified of overseas travel
6.23.1.4	Overseas trips; licence applications investigations										Approve			COO to recommend.

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.23.2	Access Control - logical										Approve		Organisational Policy	IT Manager after approval by relevant Manager
6.23.3	Removal permits										Approve		Organisational Policy	IT Manager after approval by relevant Manager

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.24	STATUTORY MATTERS													
6.24.1	Approval of Shareholder Coimpackts	Approve	Recommend										PFMA and Treasury Regulations	Boards to approve
6.24.2	Approval of Board and Committee Charters		Approve										PFMA GGA King IV	Board to approve Charters

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6.24.7	Communication Of GGB Board Decisions And Resolutions										Approve		Organisational Policy	Through various departments
6.24.8	Statutory Payments											Approve		CFO or the COO is delegated to approve all statutory payments for administrative purposes
6.25	LICENSING													

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.25.1	Employee Registrations										Approve		GGA	Delegated to the COO
6.25.2	Granting or refusal of licences, material amendment of licences (Casino, Bingo, additional gaming machine licence, Route Operator, Manufacturer)		Approve								Recommend		GGA	COO to recommend.

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.25.5	Amendment of gaming machine licence to increase the number of LPMs										Approve		GGA	Delegation in terms of section 15A (3) of the GGA. COO to recommend to CEO. Report to be tabled to the Board Committee.
6.25.6	Amendment of licenses: relocation of bookmaker and gaming machine licenses										Approve		GGA	Delegation in terms of section 15A (3) of the GGA. COO to recommend to CEO. Report to be tabled to the Board Committee.

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.25.7	Amendment of bookmaker licence: second licensed premises										Approve		GGA	Delegation in terms of section 15A (3) of the GGA. COO to recommend to CEO. Report to be tabled to the Board Committee.
6.25.8	Material amendment of floor layout (casinos, bingos, LPM sites)										Approve		GGA	COO to recommend.

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6.25.9	Applications for a certificate of suitability (Section 38A.)										Approve		GGA	Delegation in terms of section 15A (3) of the GGA. COO to recommend to CEO. Report to be tabled to the Board Committee.
6.25.10	Applications for Special licenses (Section 38B.)										Approve		GGA	Delegation in terms of section 15A (3) of the GGA. COO to recommend to CEO. Report to be tabled to the Board Committee.

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.25.11	Licensee disciplinary hearings		Approve								Recommend			
6.25.12	Disputes										Approve		GGA	

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.25.13	Dispute Appeals		Approve											
6.25.14	Wavering of penalties										Approve		GGA	

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.26	Sports Development Fund and CSI Disbursement													
6.26.1	Sports Development Fund and CSI Disbursement greater than R500 000		Approve				Recommends				Recommends		SED Policy	CEO submits recommendations in accordance to the SED policy for values greater than R500 000
6.26.2	Sports Development Fund and CSI Disbursement less than R500 000 upto an annual limit of R2 million										Approve		SED Policy	CEO approves disbursement in accordance to the SED policy for values greater than R500 000 upto annual limit of R2 million and reported to committee

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformation Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.27	GAMING													
6.27.1	Gaming Equipment to be approved/revoked from Manufacturer.										Approve		GGReg: 208, 209, 210	Delegated to COO. Recommended to COO by Gaming Control
6.27.2	Gaming Equipment to be approved & Registered. Maintenance to be approved for all licensees										Approve		GGReg: 77, 78, 80, 81, 108, 108B, 146, 147, 148, 149, 164, 165, 166, 191, 192, 193, 234 (E), 266(3), 293 read with relevant rules	Approval for product intended for operations is based on LoC's issued and approved by the COO is therefore delegated to the Senior Manager Gaming Control
6.27.3	Approval of Casino Chips, Tokens, and other value instruments.										Approve		GGReg: 93, 94, 99, 100 read with relevant rules 7, 8 & 9 and 21 for LPM	Delegated to COO. Recommended to COO by Gaming Control

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.27.4	Redemption and disposal of chips/tokens along with destruction as required and maintaining inventory										Approve		GGReg: 97, 98, 102 read with relevant rules 7 & 8.	Maintenance of operations of chips and tokens based on approvals from COO is delegated to Senior Manager Gaming Control
6.27.5	Surveillance system requirements for operations and alterations as with floor plan changes.										Approve		GGReg: 110, 117 read with relevant rules 6, 13 for Bingo	Maintenance of operations surveillance requirements is delegated to Senior Manager Gaming Control

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.27.6	Tournaments and Promotions for all licensees										Approve		GG Rule 2.120	Where participation fee is required CEO to approve. Where no participation fee is required delegated to Senior Manager Gaming Control
6.27.7	Advertising for all licensees										Approve		GG Rule 2.210 to be read with NGA and NG regs	Advertising material including those linked with tournaments and promotions delegated to Senior Manager Gaming Control
6.27.8	Location of ATMs for all licensees										Approve		GG Rule 2.240	Delegated to COO. Recommended to COO by Gaming Control

NO	DESCRIPTION POWER, DUTY OR FUNCTION	MEC	Board	Executive Committee of the Board	Audit and Risk Committee	Corporate Committee	Social, Ethics and Responsible Gambling Committee	Gaming Committee	Technical Committee on Legal and Transformatio n Committee	Executive Committee	CEO	CFO	Relevant Legislation	Remarks/ Qualification
6.27.9	Tables Clearances Requirements and reports										Approve		GG Rule 11.040 & 11.060	Maintenance of operational requirements is delegated to Senior Manager Gaming Control
6.27.10	Bingo operational requirements and changes.										Approve		GG Rule 13.030, 13.040, 13.050,13.090,13.140, 13.140A, 13.162	Maintenance of operational requirements is delegated to Senior Manager Gaming Control
6.27.11	Type and Format of Bingo to be approved										Approve		GG Rule 13.100	New types or formats of Bingo considered to be approved by CEO

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6.27.12	Bingo Game Card Requirements and Prizes										Approve		GG Rule 13.060, 13.060b, 13.130	Delegated to COO
6.27.13	LPM Site commissioning, decommissioning and requirements for Site										Approve		GG Rule 17.030, 17.040, 19.040, 19.050, 20.020, 20.030	Maintenance of operational requirements is delegated to Senior Manager Gaming Control
6.27.14	Dispensation to Rules										Approve		Gauteng Gambling Rule 1.020 & 21.120	Delegated to CEO Maintenance of licensee operational procedure requirements