



**Speech by Mrs Thabang Charlotte Mampane**  
**CEO of the National Lotteries Board**  
**presented at the NLB Indaba 2014**  
**23 September 2014**

The National Lotteries Board and Management are on the right path to being the **“Catalyst for Social Upliftment”**. Our organisation’s vision does not only remain a statement, but continues to drive the entire organisation to improve performance and deliver on the mandate given to us by you, our stakeholders.

I would be failing in my duty if I did not acknowledge the invaluable role the Board has played in creating an enabling environment for the NLB. Since having taken office as the CEO in September 2012, I have overseen the restructuring of the organisation and the creation of an Executive and Management tier which has had a tremendous impact on improving the efficiency and accountability within the NLB.

Furthermore, the Board has organised themselves into Committees that provide strategic leadership and guidance and has been instrumental in steering the organisation in the right direction by ensuring adequate policies and controls are in place.



One of the main challenges within our environment includes limitations in terms of the Lotteries Act. The Board, once again has enabled review of this Act which has resulted in the amendment thereof, allowing us to improve the impact of the NLDTF funding.

Most of you may also be aware that the Board has just completed the adjudication of the 3<sup>rd</sup> Lottery Licence operator.

As an organisation, the Board has instilled within the culture of the NLB, belief in our stakeholders. In recent stakeholder engagements including the 2013 Indaba and Post Indaba Stakeholder Engagements in the various Provinces, you our stakeholders gave us marching orders. The marching orders emphasised three broad categories that the organisation needs to improve upon, maximising accessibility of grant funding; effective communication with our stakeholders and creation of a professional environment.

We have since heeded your call and initiated various programmes within the organisation to ensure that the three broad categories mentioned above are realised.

As previously mentioned, we have made meaningful inputs into the amendment of the legislation which has resulted in the new National Lotteries Act being approved in December by our President last year. We are currently working closely with the Department of Trade and Industry in developing the regulations for easy implementation



of the amended Act. Through the amended Act, we believe the accessibility of grant funding will be improved.

We have consistently communicated to our stakeholders on good governance practices during our provincial visits and in all our communication. This we have done to ensure that new applicants and existing beneficiaries are compliant and can access funding as well as follow up tranches.

As an organisation that listens, we have conducted an audit of our current Information Technology systems and we have learnt that our systems are outdated and as such do not enable our strategy and our vision. The Board has appointed the Chief Information Officer and has tasked him with: the review of the organisation's systems, the upgrade of Information Technology and the modernisation of the entire organisation.

Ladies and Gentlemen, you will all concur with me that we live in the information age. Businesses today strive on the speed to access information. The pace at which your business accesses information determines your effectiveness and efficiency to your stakeholders. The National Lotteries Board is no exception to this business trend.

Any organisation is as good as non-existent without the participation of its stakeholders. The NLB is aware of the digital divide amongst our stakeholders. We are therefore



planning to roll out our modernised systems in a phased approach ensuring that we do not leave our stakeholders behind.

We intend to improve capacity building initiatives for our beneficiaries. We have partnered with various organisations already providing services throughout the country to ensure maximum reach to you. We have trained 1000 graduates and have already placed a substantial number of them with various beneficiaries as part of our skills transfer programme. This initiative has yielded positive results in some instances and in others has unravelled unbecoming results as some of the students reported that organisations they were placed in were non-existent.

Implementing all the programmes mentioned above require a skilled, motivated and willing workforce. The National Lotteries Board has ensured that there are adequate training programmes for staff to equip them to deal with the various challenges in the organisation and also to tap on their innovative and creative minds.

One of the key challenges the organisation gets confronted with every financial year is meeting the balance of supply and demand. Every financial year we receive applications that far exceed the resources we have. We receive applications to the value of R70 billion and yet we are a R2 billion organisation.

Thomas J. Tierney and Joel L. Fleishman, in their book '**Give Smart**' are quoted:



*“You may have billion dollars in the bank, the number of good things you could do will always be greater than the resources you can bring to bear”*

It is such realities that demand that we become strategic, innovative and creative in our approach to ensure development in our society and sustainability for the benefit of future generations.

We have therefore taken a strategic decision as the NLB that our focus in terms of grant funding will be on projects that will have long lasting impact to our society. We intend channelling most of the organisation’s resources on projects that will be inherited by future generations (example: Infrastructure projects). We believe such projects will not only benefit individuals but will be for the benefit of multitudes of people in the society. This is in pursuit of smart funding.

Thomas J. Tierney and Joel L. Fleishman, from their book **‘Give Smart’** are quoted:

*“Giving money away smartly, so that it not only gets results but also gets more better results over time, is hard”*

We intend also to channel resources to projects that will be aligned to the priorities of government (Job Creation; Education; Poverty Alleviation; Health) as depicted in the National Development Plan.



In the financial year 2013/14, the NLB allocated resources as follows:

Table 1: Sector Allocations

Category	Amount Available for Distribution R'mil	No. of Approved Beneficiaries	Amount Allocated R'mil
<b>Charities</b>	947	1 995	966
	47%	54.04	48%
<b>Arts, Culture &amp; National Heritage</b>	492	100	470
	25%	2.71	23%
<b>Sport and Recreation</b>	463	1 547	483
	23%	41.90	24%
<b>Miscellaneous Purposes</b>	105	50	111
	5%	1.35	5%
<b>Total</b>	<b>2 007</b>	<b>3 692</b>	<b>2 030</b>
	100%	100	100%



Table 2: Provincial Allocations

Province	Charities R'mil	Arts, Culture & National Heritage c	Sport and Recreation R'mil	Miscellaneous Purposes R'mil	Grand Total R'mil
Eastern Cape	115	15	61	1	192
%	12	3	13	1	9
Free State	101	33	19	1	155
%	10	7	4	1	8
Gauteng	258	133	28	70	489
%	27	28	6	63	24
KZN Natal	118	47	26	9	200
%	12	10	5	8	10
Limpopo	97	32	46	7	182
%	10	7	10	6	9
Mpumalanga	72	7	17	-	96
%	7	2	3	-	5
National- Sport	-	-	192	-	192
%	-	-	40	-	9
North West	54	95	23	-	173
%	6	20	5	-	9
Northern Cape	32	42	27	-	101
%	3	9	6	-	5
Western Cape	119	64	45	23	251
%	12	14	9	20	12
<b>Grand Total</b>	<b>966</b>	<b>470</b>	<b>483</b>	<b>111</b>	<b>2 030</b>
%	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

It should be noted that the fruits of resourcing the organisation adequately and developing the required skills are already being reaped at the NLB. The organisation



managed for the first time in 15 years to distribute a minimum of 5% grant funding per Province.

The achievement of the 5% distribution per province is attributed to the hard work, effort and dedication of our Distributing Agencies. Ladies and Gentlemen, I must at this juncture share with you that these wonderful, philanthropic people have other important commitments outside the NLB, yet they have given up their time to adjudicate applications in order to improve the lives of many South Africans.

In the current financial year, the NLB management and staff are working tirelessly to uphold and improve the standard they have set in the financial year 2013/14. The Board commissioned an impact study to determine what the organisation has achieved with the R18billion that has been distributed since inception and also to identify gaps in the projects that have been funded.

The Irish Mathematician & Physicist, Lord Kelvin reminds us that:

*“When you can measure what you are speaking about and express it in numbers, you know something about it; but when you cannot measure it and cannot express it in numbers, your knowledge is of a meagre and unsatisfactory kind”*





We have also developed a funding policy which incorporates a funding model that will guide the process and provide guidelines in pursuit of the strategy of the organisation of funding sustainable projects with lasting impact to our society. The funding policy is aligned to the new regulations that will come into effect in the third quarter of this financial year.

The National Lotteries Board puts stakeholders at the centre of its operations. We have made strides in establishing Provincial Offices which will seek to bring us closer to applicants and our existing beneficiaries. The Provincial Offices roll out is planned to be finalised in the current financial year and will be launched in 2015/16. The services to be provided by the Provincial Offices will be rolled out in a phased approach; where at the inception minimum services will be rendered including:

- Capacity building to beneficiaries
- Walk-in enquiries
- Bridging the communication gap between beneficiaries and the Head Office
- Making direct contact with beneficiaries to address their challenges
- Quality assurance of applications for grant funding (pre-adjudication)
- Monitoring and Evaluation of projects to improve reporting by beneficiaries.

The ultimate operations in the Provincial Offices will also include:



- Capturing of applications on the system and
- Post adjudication activities

In due course we will advise on the actual locations of the Provincial Offices.

We have also stepped up our compliance mechanisms in order to improve performance of all our beneficiaries. We have since created a Monitoring & Evaluation unit which has already piloted projects in the M&E space. The purpose of the pilot was twofold, firstly, to establish the state of readiness of our beneficiaries in terms of implementing monitoring and evaluation activities. Secondly, it was to identify and address the capacity building gaps before the full roll out of the Monitoring and Evaluation function. During this pilot beneficiaries were advised that the NLB is in the process of strengthening the monitoring and evaluation systems that will enable the organisation to effectively and efficiently measure the impact of funding in their respective projects. The preliminary results yielded the following:

<b>INDICATOR</b>	<b>NUMBER REACHED OR SERVED</b>	<b>BENEFICIARIES REPORTING</b>
Orphaned and Vulnerable Children	41533	8
Home Based Care	3367	3
Autism	6174	1



Skills Development	2476	4
Chronic Illnesses	126	4
Disabled	518	4
Old Age & Frail Care	550	3
Adult Basic Education	266	1
Children's Homes	319	5
Gender Based Violence	506	1
<b>TOTAL</b>	<b>55835</b>	

We applaud the M&E unit for the job well-done as this will be deployed throughout the country.

After this event, we are going to go back to our basecamp in Hatfield, we will keep a close eye on how your needs and challenges are changing. We will continue to learn, adapt our structures if needs be, in order to make sure that our 30<sup>th</sup> celebration has a much longer list of accomplishments!

Thank You