

A message from the President



Dear Members

As I write this column, just a month after our Annual Conference in Copenhagen concluded, I have had time to reflect on whether or not the

Conference achieved what the Conference Planning Sub-Committee set out to do: to make the Conference a truly global event, with a compelling programme and a diverse line-up of speakers, panellists and delegates. I don't have to reflect long to come up with a positive answer – a fact borne out by the feedback we received from our Slido surveys. I was particularly pleased to see the high score received for those who would recommend the Conference to a friend or colleague.

My first task, as your new President, is to thank you for helping to make the 2018 Annual Conference such a great success! The Conference drew 228 delegates representing 47 different gambling jurisdictions and 41 countries from every continent. We attracted many new speakers who made an invaluable contribution to the programme as well as fresh insights from speakers who have worked with us previously.

Our programme was intended to challenge and generate discussion within the overall theme 'Let us make great regulation – together'. Our first keynote speaker, Chris Brady, Professor of Management Studies and Director of the Centre for Sports Business at Salford University in the UK, gave us food for thought in likening regulators and punters to referees and players. Ranjana Adhikari, Co-head, Media Entertainment & Gaming Practice from Nishith Desai Associates, asked us whether regulating gambling was a job for

state/government or industry. The debate was illustrated by the example of India.

We also tackled subjects such as the effectiveness of sanctions; whether payment blocking was a successful tool in the fight against illegal operators; the dilemmas faced by regulators, and crisis and emergency management in casinos. From a global perspective we learnt about sports betting in Africa and the USA; how gambling is developing in Latin America, and the impact of the recently imposed advertising ban in Italy.

Loot boxes; effective regulation though social licence and risk communication strategies; the importance of dialogue between regulators and industry, and whether bonuses continued to be an attractive marketing tool, all contributed to a stimulating and thought-provoking event. We also revealed the findings of our first survey of IAGR members, covering questions ranging from the size of different regulators, their areas of responsibility and the challenges that they face. We will be publishing this on the IAGR website in the near future.

Cont'd

In this issue:

Conference overview	4
2018 golf report	7
Annual Members Business Meeting	8
New Trustees	12
Join a Sub-Committee	15
eGambling guidelines summary	16
Using the Members Portal	17
Our 2019 Conference destination	18

Birgitte Sand, Director of the Danish Gambling Authority, and her team of staff worked tirelessly to ensure that the delegates experienced the best that Copenhagen has to offer. We were co-chairs of the Conference Programme Committee and were supported by Trustees Paul Newson and Audrey Robinson.

I would like to take this opportunity to thank all the presenters for their contributions, compelling insights and for giving their time so freely. IAGR Secretariat Mariah Echele did a superb job in co-ordinating the entire event. The Conference could not have proceeded as smoothly as it did without everyone's commitment, dedication and attention to detail.

Special thanks

Before going any further, I wish to pay a special tribute to Dale Fuga, Chief Operating Officer of the Liquor, Gaming and Cannabis Authority of Manitoba, Canada, who has served IAGR diligently as its President over the past two years. I know I speak for all the Trustees when I say his wise counsel, calm approach to Board business and common-sense have been much appreciated and I can only hope to serve you, the IAGR membership, as well as he did.

Social activities and networking

Of course, social activities along with the attendant networking opportunities, are also an important component of the Conference which began with the Sunday IAGR Annual Golf Tournament (see p. 7). The opportunity to visit the Town Hall and marvel at its exterior and interior design was much appreciated, as was the chance to indulge our taste-buds with the famous Town Hall



Copenhagen's famous Town Hall pancakes

pancakes! The canal trip provided delegates, with little spare time, an excellent perspective on all that the wonderful city of Copenhagen has to offer and will, I have no doubt,



The canal cruise was very popular with delegates

have persuaded many that they wish to return. The Gala Dinner, held in the world-famous Tivoli Gardens, complete with the ongoing reference to Hans Christian Andersen, was a very special occasion, and a fitting ending to the IAGR part of the programme.

Cont'd



Denmark's very own Hans Christian Andersen complete with fairytale characters

Contributions from GLI and IMGL

I would again like to recognize and thank James Maida, President and CEO of Gaming Laboratories International (GLI), and his staff for arranging the post-Conference Regulators' Seminar and providing it as a value-added benefit for Conference attendees. As well, International Masters of Gaming Law (IMGL) deserve our thanks for arranging the programme and speakers for the half-day IMGL Masterclass session. The support of both GLI and IMGL was greatly appreciated, and I would in particular like to thank Martin Britton (GLI) and Morten Rønde (IMGL) for their efforts in coordinating the seminar.

Trustees update

At the Annual General Meeting, I was confirmed as IAGR President for a period of 12 months, with Paul Newson, Deputy Secretary, Liquor, Gaming and Racing NSW, Australia as Vice-President. Bruce Molnar, Chairman, Pokagon Band Gaming Commission (USA) continues as Treasurer. Cedrick Chiloane, Executive Manager: Communications, Mpumalanga Economic Regulator (South Africa) remains as Secretary. Three new Trustees were also confirmed:

- Ben Haden, Programme Director – Insight, UK Gambling Commission

- Dr Jason Lane, Chief Executive, Jersey Gambling Commission, Jersey
- Steven Ngubeni, Chief Executive Officer, Gauteng Gambling Board, South Africa

In the course of the year, we lost Fortune Sekgaphane (South Africa) and Jerry See (Singapore) to new roles.

I applaud all our Trustees – past and present – for their continued commitment and dedication to IAGR.

Call to action!

During the coming year, I hope to see more jurisdictional and ordinary members actively involved in our organization. I ask our members to provide suggestions for Conference agenda topics, volunteer as Conference speakers or moderators, suggest webinars, submit articles for our newsletters, and use the website and member's portal for seeking information and sharing ideas with fellow regulators. I encourage all members to approach me or any other member of the Board of Trustees with your ideas, suggestions, recommendations and even concerns or complaints which will help us better serve you and fulfil our mandate. In addition, the IAGR Board has several Trustees who are currently serving their second and final three-year term. If you are interested in contributing your energy and vision to the leadership of IAGR and are willing to guide the

Cont'd

association into the future, please consider responding to the next Call for Nominations prior to the next annual meeting in 2019.

Next year's Conference

Our 2019 Conference will be held in Montego Bay, Jamaica at The Half Moon – a destination in itself set on 400 acres of beautiful, manicured grounds from September 30 – October 3 (see p.18).

I look forward to seeing all of you there!

Trude Høgseth Felde
IAGR President

Conference overview

IAGR's Annual Conference, which took place 17-20 September in Copenhagen has been hailed a huge success by both the IAGR Board of Trustees and by those attending. Trude Felde, newly designated IAGR President and Senior Advisor at the Norwegian Gaming and Foundation Authority said: 'The Conference attracted almost 230 delegates representing 47 different gambling jurisdictions and 41 countries from every continent. As Co-chair of the Conference planning committee, I believe we met our goal of making the Conference a truly global event and I am pleased at the diverse nature of both the speakers and panellists, and the delegates. We attracted many new speakers who made an invaluable contribution to the programme as well as fresh insights from speakers who have worked with us previously.

'Our programme was intended to challenge and generate discussion within the overall theme "Let us make great regulation – together". We have analysed delegates' feedback and it looks like we succeeded in our goal.

Day one: September 17



The first keynote speaker, Chris Brady, Professor of Management Studies and Director of the Centre for Sports Business at Salford

University in the UK, provided food for thought in likening regulators and punters to referees and players and urging regulators to be 'pressure-resistant'. This session was followed by a presentation on IAGR's first ever statistics survey. Thirty-seven jurisdictions participated in the 2017 survey, covering six continents. The survey threw up some interesting data, including what regulators considered to be their top three issues: consumer protection, problem gambling and the regulation of gambling products. The session on sanctions explored the wide range and effectiveness of different sanctions imposed on licences or illegal operators. Delegates learnt what was happening in different jurisdictions with a UK example gaining particular traction. Delegates were told that industry was sitting up in the UK and taking note because the UK regulator is showing it will take action and does not work in isolation but works with the Competition and Markets Authority and the Advertising Standards Agency - the holy trinity of regulators - plus law enforcement agencies. In a session on payments bans, Silje Saegrov Amble of the Norwegian Gaming and Foundation Authority told delegates that payment bans were a useful tool for market and player protection. She said: 'When we have regulation, we must follow up to stop illegal gambling. We owe it to our citizens.'

Cont'd

The Conference Opening Reception, held in Copenhagen Town Hall, provided delegates with the opportunity to not only view and marvel at the interior of this wonderful building, but to sample the famous Town Hall pancakes. Delegates were enthusiastic in taking the opportunity to renew old acquaintances and to make new friendships with Conference themes never far from their discussions.

Day two: September 18



Ranjana Adhikari, Co-head, Media Entertainment & Gaming Practice from Nishith Desai Associates, asked delegates whether regulating gambling was a job for

state/government or industry? The debate was illustrated by the example of India. Ranjana explained that the diversity and culture of India dictate the gambling market, but that every State had its own policies. In 2016 India's gambling industry had an estimated market value of USD 290 million. This is estimated to grow to USD 1 billion by 2021.

We have all faced regulatory dilemmas, so little wonder this session, moderated by Julian Harris, Senior Partner at Harris Hagan, attracted a lot of attention. The panel was in agreement with Tan Teck Wang of the Casino Regulatory Authority, Singapore that the best relationship between regulator and licensee was not an adversarial one.

Next Edward Lalumbe, Chief Operating Officer, Gauteng Gambling Board, South Africa took us on a trip to Africa to learn about sports betting in that continent, stressing that sports events are not just about entertainment but an opportunity to win

money. Santiago Asensi, Managing Partner of Asensi Abogados, whisked us off to the other side of the globe, talking about the emerging Latin American gambling market, providing a fascinating insight for his audience. Mexico is, he told delegates, the largest gambling market in Latin America whilst Peru, with a strong regulator, is a clear example of a growing market. Next delegates were asked, when it came to loot boxes, whether they were ahead of the game. It was interesting to see the varying stance of regulators towards loot boxes and it is probably fair to say the jury is still out.

Professor Paul Delfabbro, School of Psychology, University of Adelaide, Australia, made it clear that a more comprehensive and dedicated way of measuring harm was needed. Co-speaker, David Snowden, CEO of ACT Gaming and Racing Commission, Australia shared with delegates that a 2014 prevalence survey showed that 43,000 Canberrans have had a family member experience harm from gambling – close to 16% of the adult population. A graphic presentation followed on crisis and emergency management in casinos which left delegates with food for thought as Adrian McKenna asked regulators what their role should be in the case of a terrorist attack on a casino.

After such a thought-provoking day, delegates were glad to relax on an afternoon canal cruise that provided a unique perspective on the beautiful city of Copenhagen.

Day three: September 19

Day three began with a session on the importance of dialogue – what's in it for regulators and industry? Dr Joerg Hofmann,

Cont'd

Senior Partner at Melcher's Law Firm was Moderator. All panel members were in agreement that early and consistent engagement with the regulator could only be a good thing for industry. Given the high profile nature of the advertising ban in Italy, those present were keen to hear what Valérie Peano, a member of the European Gambling Lawyers and Advisors, and Piet van Baeveghem, had to say.

Steven Münchenberg, Director, Futureye was next on the programme to discuss sustainable gaming environments and effective regulation through social licence and risk communication strategies. 'Without a social licence', he said, 'you face the risk of community, media and political backlash. With a social licence, you have resilience.' An enthusiastic debate with industry about the status of bonuses followed. At one end of the spectrum was the view that bonuses played a major part in gambling addiction, whilst the opposing view was that banning bonuses wouldn't necessarily solve the issue but might drive players to unlicensed operators.

Next to take the floor was William Pascrell, III, Partner at Princeton Public Affairs Group, Inc. who explained the political background to how new sports betting opportunities in North America had come about. His view was that the key issues in US sports betting were strong, robust and innovative content; reliable servers and data centers; big data; marketing and affiliates are critical to the growth of this market and blockchain is going to bolster the integrity of the industry.

The afternoon comprised IAGR Members only sessions: an open microphone session allowing members to share ideas, issues and experiences, and the Annual Members Business Meeting (see p.8). That left time for delegates to prepare for what can only be described as an enchanting evening at the

Gala Dinner, which took place in the magical Hans Christian Andersen Castle.

Day four: September 20

Day four was given over to a half-day session organized by Gaming Laboratories International (GLI) and an IMGL Masterclass. Both sessions attracted a large and interested audience – despite three previous heavy days of Conference content!

Conference Presentations

IAGR has obtained permission to publish certain presentations from the Copenhagen 2018 Conference. Those presentations approved for public access are located on the [Conference Programme](#) webpage for a limited time. IAGR Members will also find these same files as well as an additional file noted as MEMBER-ONLY in the Members Portal under [IAGR: Annual Conferences.](#)

2018 golf report

The International Association of Gaming Regulators Annual Golf Tournament was held on Sunday, September 16, 2018 at the Royal Copenhagen Golf Course just north of Copenhagen, Denmark. The Tournament was organized by IAGR President Dale Fuga and Kira Brianka from the Danish Gambling Authority.

The Royal Copenhagen Golf Club is located in Dyrehaven, which is a national park established by the Danish King Christian V in the late 17th century. It is situated in an area of the park close to Hermitage Castle (Eremitageslottet) the King's old hunting castle.

Dale Fuga shared the results of the IAGR Golf Tournament at the IAGR Annual General Meeting. Mr. Thulisizwe (Thuli) Johnson, Gambling Authority Botswana was announced as the overall winner and was presented with the IAGR Golf Champion's trophy. The bowl will be engraved with his name and will be returned for presentation to next year's winner at the IAGR 2019 Conference in Montego Bay, Jamaica.

Dale noted that the tournament is an informal and fun networking event and that even though only four golfers participated this year, all had a great time. All players that day will attest to the challenges faced with the winds, the hollows surrounding many of the greens, the heavy uncut rough and the numerous deer which roamed throughout the course.

The 2019 Golf Tournament is tentatively scheduled to take place on **Sunday, September 29** in Montego Bay. Details regarding the course and times are still being arranged and will be announced when finalized. The tournament is open to regulators only.



Dale Fuga congratulates Thuli Johnson (right)

IAGR 2018 Annual Business Meeting Report

IAGR held its eighth Annual Business Meeting on Wednesday, September 19, 2018 at the Hotel Scadic Copenhagen in Copenhagen, Denmark.



President Dale Fuga (above) welcomed three new Trustees who were elected to the Board in August 2018:

Ben Haden, Gambling Commission (United Kingdom), **Jason Lane**, Jersey Gambling Commission (Jersey) and **Steven Ngubeni**, Gauteng Gambling Board (South Africa).

Dale Fuga highlighted the following notable achievements since the previous Annual Business meeting:

- **Annual Conference:** Dale expressed his gratitude to 2018 Copenhagen Conference Co-Chairs Trude Felde and Birgitte Sand and the Host Jurisdiction Danish Gambling Authority for their many hours and dedication to produce this year's Conference.

- He also recognized the hard work performed by the Programme Sub-Committee of Trude, Birgitte, Paul Newson and Audrey Robinson and he thanked them for creating a terrific programme. Dale stated that plans are already underway for the 2019 Jamaica Conference with the Host planning team. A well, the Board has begun to look towards 2020 to begin early preparations. Referring to IAGR's 5-year regional rotation, the next region for the 2020 Conference will be North America.
- **Communications:** Dale reported that 2018 was the first full year that IAGR had the Communications position and he expressed his appreciation to Cyrrhian Goldstein for her work on Member communications including newsletters, webinars and contributions to the production of the annual Conference.
- **GDPR:** Dale stated that one of this year's largest projects has been the research and activity regarding compliance with the General Data Protection Regulations (GDPR). After becoming aware of the requirements in February, efforts were started in April and May to research and convert IAGR forms to be compliant.
- **Strategic Plan:** Dale also informed the Membership that the Board has undertaken a new project involving a Strategic Plan. With the original formation in 2011, the Board felt it was time to look at IAGR strategy and future growth. Initial work was prepared in May and will continue for some time. The completion of the overall Strategic Plan will also lead towards the development of a formal Communications Plan.
- **Call to Action:** Dale invited all Members to provide feedback when the Conference survey was issued as input from Members is

Cont'd

critical to the formation of each year's Conference programme. He also encouraged Members to join Sub-Committees to lend their expertise and experience to ongoing projects.

Financial report

The Treasurer and the Secretariat presented the financial report with the following highlights:

- Confirmation that the Annual Review was completed for the 2017 financial year and resulted in a positive report with no modifications;
- Confirmation that IAGR continues to maintain a strong cash position with significant reserves;
- Graphic charts presenting the growth of membership and Conferences (both numbers/attendance and revenues for each) since inception;
- An overview of the net results of operations since independence in 2011; and
- A chart for 2018 year-to-date detailing the percentage breakdown of revenues (i.e. membership dues, Conference revenues, other) and the percentage breakdown of the organization's expenditures (that is, Conference production, member communications and promotion, overhead).

The annual review report was officially accepted by the Members as per the Bylaws. In addition, the Members were reminded of the three-year commitment to the current CPA firm for professional services to perform the Annual Review and tax forms. The current three-year contract was approved by the Membership at the Johannesburg 2017

Annual Members Meeting. The Membership approved the new contract in recognition that this arrangement allows IAGR to better manage the costs for these services.

Sub-Committee/Working Group updates

Communications: Chair Paul Newson and IAGR Communications lead Cyrrhian Goldstein shared key activities undertaken by the Sub-Committee over the past year which included:

- **Strategic Plan:** Paul reported that the initial work by the Sub-Committee to develop a Communications Plan led to the determination that a broader view should first be addressed to evaluate the value that the organization provides to the Members and determine where IAGR wishes to be in the future. Groundwork has been established for the creation of a Strategic Plan to guide IAGR's leadership in the coming years. Key to this analysis will be meaningful input from the IAGR Members.
- **Conference Survey:** Cyrrhian emphasized the importance of Members to provide feedback on the annual Conference to guide the Conference Sub-Committee in producing an event that meets the Members' educational needs. A survey was recently sent to the attending Member-delegates but all Members are encouraged to share their ideas with the Conference Sub-Committee at any time regarding topics of interest.

Cont'd

- **Webinars:** The most recent webinar was produced in April 2018. IAGR is in communication with GRAF, GREF and NAGRA to discuss potentially jointly branded and organized webinars in the future. Members are encouraged to inform Cyrrhian of ideas or suggestions for topics of future webinars. And if any Jurisdictions have experts that they wish to recommend as a webinar speaker, please advise Cyrrhian at media@iagr.org.
- **Newsletter:** The IAGR Member newsletter welcomes any contributors who wish to share their expertise, recent policy developments or other Jurisdictional news. Please contact Cyrrhian at media@iagr.org to arrange for your article contribution. In addition, if you haven't already made a connection, IAGR welcomes a virtual introduction between Cyrrhian and your Communications or Press Department liaison.

Membership: Secretariat Mariah Echele reported that IAGR Membership as of September 2018 included 62 Jurisdictions with 335 total Members. Three new Jurisdictions joined since the Johannesburg 2017 Annual Members Meeting: Gaming Board for the Bahamas, South Australia Consumer & Business Services and the Government of British Columbia Gaming Policy & Enforcement Branch.

Multi-Jurisdictional Business Form: Dale reported that this Sub-Committee currently has a modest action list which will be taken up by the Technical Standards Sub-Committee for further review.

Technical Standards: Under the leadership of Chair David Rebuck, the Technical Standards Sub-Committee has completed its two-year project to revise the eGambling Guidelines which were originally created in 2008. The 2018 eGambling Guidelines may be found on the IAGR website under the [Membership navigation menu](#).

Governance & Audit: Chair Mabutho Zwane presented the proposed amendments to the IAGR Bylaws. The amendments had been emailed to the Membership ahead of the Copenhagen Conference as well as posted in the Members Portal. The proposed amendments address such matters as the issues of succession, admission and rejection of members, reinstatement from lapsed memberships, quorum notice and voting and clerical corrections. He remarked that the matter of Officer succession was raised from circumstances in the past which provided an opportunity to consider unusual situations that future Boards may face if multiple Officers resign from IAGR service.

Statistics: Chair Birgitte Sand reported that 2017 Survey has been completed and sent to the Jurisdictional Members and that the report will be made public soon after the Conference. She expressed her gratitude to the Members of the Statistics Sub-Committee for their work over the past year. Birgitte also reported that the 2018 Survey will be sent out soon after the Conference and reflects a modified format for easier collection of data. The Sub-Committee will hold its next meeting in November to begin planning on the

Cont'd

2019 Survey. They will determine if major changes are required and whether the survey should be skipped one year to perhaps focus on alternate years with various content. Birgitte shared that the Sub-Committee wants to produce value to the IAGR Members and asked that all support this work. She also ended with an invitation to Members to join the Sub-Committee for its upcoming surveys.

Jurisdictional Members' Approval

President Dale Fuga introduced the following topics which required official recognition or action by the voting members:

- **Amendments to the Bylaws:** Dale referred to the proposed amendments presented by the Governance & Audit Sub-Committee and discussed earlier in the meeting. After being invited to share comments or questions, there were none raised during the meeting. Results: motion was made to approve and accept the proposed amendments, with motion seconded, and approved by the Membership.
- **Appointment of Auditor/Accountant:** Mariah informed the membership of the multi-year contract that IAGR engages in with the CPA firm to stabilize costs. The three (3) year contract was approved by Members at the 2017 Annual Membership Meeting thus no voting action was required at this time.
- **IAGR Financial Statement and Audit Report:** The 2017 Annual Review Report was completed and distributed to the Membership in the spring and again in the fall of 2018. After being invited to share comments or questions, there were none raised

during the meeting. Conclusion: motion was made to approve and accept the Annual Review report, with the motion seconded, and approved by the Membership.

- **IAGR Election of Board of Trustees:** Cedrick reported on the August Call for Nominations for three (3) vacancies created by the departure of three Trustees. By the filing deadline, three (3) nomination forms were received from Ben Haden (United Kingdom), Jason Lane (Jersey) and Steven Ngubeni (Gauteng, South Africa).

Cedrick reported that, in accordance with the Bylaws Section 6.4.2, if nominations equal the number of vacancies, the Nominees are automatically confirmed and subject to approval during the Annual Members Meeting. With no further comments or questions, a motion was made and seconded and the election results were then formally approved by the Membership. Dale officially introduced the new Trustees to the Membership.

- **IAGR Office Holders for 2018/2019:** Dale presented the new Officer Holders to the Membership. He confirmed that the Vice President ascends to the role of President effective with the Annual Members Meeting and that, per the bylaws, the Vice President is chosen from among the current Board of Trustees. Dale presented the 2018-2019 Officers as: Trude Felde, President; Paul Newson,

Cont'd

Vice President; Bruce Molnar (retains the office of Treasurer, a two-year term) and Cedrick Chiloane, Secretary (retains the office of Secretary, a two-year term). A motion was presented for approval of this slate of Officers. The motion was seconded and approved by the attending Membership.

New Trustees

As referenced in the Annual Business Meeting report (above),



following the IAGR Board's call for nominations, three new Trustees have now joined the Board of Trustees. Please join the Board in congratulating its new members.

Ben Haden, Programme Director - Insight, UK Gambling Commission

Ben has responsibility for a portfolio which brings together the Commission's market and social research function, and specialists across the various industry sectors. This includes the associated stakeholder engagement, national and international, with a particular interest in best practice. He also shares the senior collective responsibility to deliver the wider Commission business plan.

Ben arrived at the Commission through the merger with the National Lottery Commission. He had worked in a variety of senior roles within the NLC across Insight, Corporate Affairs and Operations, including Head of Evaluation during the third National Lottery licence competition process.



Jason Lane, Chief Executive, Jersey Gambling Commission

Jason became responsible for gambling regulation in Jersey in 2001.

Working with a small team, Jason has managed the modernisation of Jersey's gambling legislation, culminating in the passing of the Gambling Commission (Jersey) Law 2010 and the Gambling (Jersey) Law 2012. Jason became the first Chief Executive of the Jersey Gambling Commission in 2010.

A longstanding member of IAGR, Jason attended his first Conference in Lisbon (2003) and is an active participant in the e-gaming and (anti) money laundering working groups. He is a past Chairman of the Gaming Regulators European Forum (GREF), and an Associate (Regulator) member of the International Masters of Gaming Law.

Prior to becoming a regulator Jason was an academic, receiving his PhD for research in cross-border Policing. In 2014 Jason was appointed a founding Board Member of the Jersey Police Authority, becoming Deputy Chairman in 2015 and Chairman in 2017.



Steven Ngubeni, Chief Executive Officer, Gauteng Gambling Board, South Africa

He holds a BTech Degree in Town and Regional Planning, an MA degree, MSc degree, MPA degree, and has undertaken executive programmes in leadership and gambling regulation.

The full list of Trustees is shown on the next page.

Steven Ngubeni is the Chief Executive Officer of the Gauteng Gambling Board (GGB) in South Africa. He has more than 15 years of experience in gambling regulation and the public sector. This includes senior positions in the Gauteng provincial government and local municipalities in the Mpumalanga province.

Steven currently serves in the Mpumalanga Town Planning Tribunal, Nkangala Municipal Planning Tribunal, and Nkangala Valuation Appeals Board and has broad public sector experience having served as CEO of the National Youth Development Agency (NYDA) and as the Deputy Director General for Economic Infrastructure in the Gauteng Department of Economic Development.

Steven has also held senior positions in Mpumalanga provincial government. He was the Municipal Manager of Victor Khanye Municipality and prior to that he held the position of Director for Technical Services at Emakhazeni Municipality. Under Ngubeni's leadership Victor Khanye Municipality underwent a successful restructuring that improved efficiency and strengthened performance.

The full list of Trustees is:

PRESIDENT - TRUDE FELDE	Senior Advisor, The Norwegian Gaming Authority
VICE PRESIDENT - PAUL NEWSON	Deputy Secretary, Liquor, Gaming & Emergency Management, NSW Department of Justice, Australia
TREASURER – BRUCE MOLNAR	Chairman, Pokagon Band Gaming Commission, USA
BLAIR CAIRNCROSS	Executive Director, New Zealand Gambling Commission
DALE FUGA	Chief Operating Officer – Liquor, Gaming and Cannabis Authority of Manitoba, Canada
BEN HADEN	Programme Director - Insight, Gambling Commission, United Kingdom
SUSAN HENSEL	Director of Licensing, Pennsylvania Gaming Control Board, USA
JASON LANE	Chief Executive, Jersey Gambling Commission
BHEKI MLAMBO	Chief Executive Officer, Mpumalanga Economic Regulator (formerly Mpumalanga Gambling Board "MGB"), South Africa

STEVEN NGUBENI	Chief Executive Officer, Gauteng Gambling Board, South Africa
DAVID REBUCK	Director, New Jersey Division of Gaming Enforcement, USA
AUDREY ROBINSON	Secretary/Manager, Casino Gaming Commission of Jamaica
BIRGITTE SAND	Director, Danish Gambling Authority
REUBEN MABUTHO ZWANE	Chief Executive Officer, Eastern Cape Gambling and Betting Board, South Africa

Join a Sub-Committee

The IAGR Sub-Committees are currently working on their 2019 agendas to continue the IAGR mission to foster cooperation and communication among our members.

Members are invited to join any of the Sub-Committees to contribute his or her experience and energy to this fine work.

Please advise the Secretariat at iagr@iagr.org if you wish to join one of the Sub-Committees.

Communications Sub-Committee

Aims to improve communications outside of the annual Conference as a means of facilitating an exchange of information and ideas between regulators on an ongoing basis.

Conference Sub-Committee

Responsible for the planning of the 2019 Conference.

Governance and Audit Sub-Committee

Responsible for developing IAGR's governance framework including a review of the Byelaws, membership structure, financial arrangements and the election process of Officer and Board of Trustee members.

Membership Sub-Committee

Responsible for coordinating membership outreach with new and existing members.

Multi Jurisdictional Business Form Sub-Committee

Responsible for drafting and updating a Multi Jurisdictional Business Form that can be used by member jurisdictions for business applicants.

Statistics Sub-Committee

Responsible for the compilation of statistics as reference material.

Technical Standards Sub-Committee

Responsible for drawing up international technical standards that will provide a regulator's perspective on governance principles for defining, promulgating, maintaining and managing common technical standards for gaming equipment.

We are excited for the new energy that our members bring to IAGR and hope to tap into the broad range of experiences and ideas that you have to offer.

Thank you in advance for your contributions!

Technical Standards Committee – completion of eGambling Guidelines Summary

The Technical Standards Sub-Committee, chaired by IAGR Trustee David Rebuck, is pleased to announce that it has completed its review and update of IAGR's 2008 eGambling guidelines. The guidelines were updated in an effort to address advancements in technology, evolving regulatory concerns and current good practices relevant to this subject matter. It should be noted that some of the guidelines may be addressed with technical solutions while others may be addressed through manual operational controls as approved by the governing regulatory body.

Each of the following key eGambling areas of regulation were reviewed and updated: 1. Player protection; 2. Exclusions; 3. Licensing controls; 4. Operational and technical standards; 5. Advertising; 6. Player registration; and 7. Financial transactions.

The resulting 2018 eGambling document provides guidance for our IAGR members and participating jurisdictions. The standards are not intended to be a universal approach as each jurisdiction may have its own unique requirements, national laws and international obligations. However, the Committee drew upon the experience and expertise of its membership to develop good practices in key areas which any jurisdiction can adopt should they choose to do so.

The final draft has been approved by the Board of Trustees and is posted on the IAGR

Website. The report is now available on the IAGR [website](#).

Committee Chairman, David Rebuck would like to recognize and thank all the current and past members of the committee for their contribution to this important project.

Committee Membership Chairman: David Rebuck, Director, New Jersey Division of Gaming Enforcement (United States)

Current Members: Mariah Echele, IAGR Secretariat (United States); Trude Felde, Advisor, Norwegian Gaming & Foundation Authority, (Norway); Shaila Hari, Deputy Chairperson, Gauteng Gambling Board (South Africa); Susan Hensel, Director of Licensing, Pennsylvania Gaming Control Board (United States); Jacob Bork Klitgaard, Special Advisor, Danish Gaming Authority (Denmark); Afshien Lashkari, Technology Chairman, New Jersey Division of Gaming Enforcement (United States); Bheki Mlambo, Chief Executive Officer, Mpumalanga Economic Regulator (South Africa); Vusi Mtsweni, Department Manager, Mpumalanga Economic Regulator (South Africa); Jamie Wall, Senior Officer, UK Gambling Commission (United Kingdom); Eric Weiss, Deputy Executive Director, New Jersey Division of Gaming Enforcement (United States).

Former Members Mark D'Andrea, Advisor, UK Gambling Commission (United Kingdom); Phillip Shelton, Chief Executive Officer, Casino Gaming Commission, (Jamaica); Henrik Høyer Siig, Special Advisor, Danish Gambling Authority; Fortune Sekgaphane, Chief Executive Officer, North West Gambling Board (South Africa); Nick Tofiluk, Director of Regulatory Operations, UK Gambling Commission (United Kingdom).

Members Portal

Members are reminded that the Portal is available for Member use as a forum to share questions, best practices and other information that is key to efficient and effective regulation.

A quick overview and tutorial:

IAGR uses the project-management cloud-based programme called Basecamp by 37Signals. Each member is set up with an individual account based on the email address and the consent/sign-up provided in accordance with the Membership Renewal Form.

The most likely “project” of interest as a forum is the [IAGR: General Questions & Info Exchange](#). If you wish to post a question, for example, you would follow these steps.

1. Log into the Portal which may be found in two places on the IAGR website. There is a link in the upper right corner called MEMBERS PORTAL or you will find a webpage called MEMBERS PORTAL under the MEMBERSHIP navigation menu.
2. Select the “IAGR: General Questions & Info Exchange” project.
3. Click on “New Message”.
4. Provide a Title/Subject line and the text of your question or issue to be posed to your fellow members.
5. Click/check the names of the Members to whom you wish to send the message. All current Members are listed by Jurisdiction and Name. If you check that Jurisdiction/Name, they will receive the message. If you do not check any, they will not receive the message.

6. Select/click “Post this message” or “Preview” if you wish to review the message before sending to all.

Members may respond privately or to all on the forum list.

*** Please remember that any response to an email may likely be distributed to everyone on the mailing list similar to any forum. ***

If a member prefers to be completely removed from this particular “project” but not from the Portal, please contact the Secretariat. If you have any other questions about how to use the messaging system within the Portal, please use the “HELP” link on the Portal or contact Secretariat Mariah Echele at iagr@iagr.org or Communications Lead Cyrrhian Goldstein at media@iagr.org

Use the IAGR website to promote your message

Does your regulatory agency have a job opening? A request? Or a proposal? Or some other announcement?

If so, send the item to IAGR Communications at media@iagr.org for posting to the News section on www.iagr.org.

It won't cost you a thing!

Be sure to include in your listing any deadlines by which a response is needed.

Announcing the IAGR Conference 2019 in Montego Bay, Jamaica

Host Jurisdiction: Betting Gaming and Lotteries Commission & Casino Gaming Commission

Jamaica is a mere 90-minute flight or 550 miles south of Florida, at the very heart of the Caribbean and strategically located at the gateway of major air and sea routes into the region. A small island developing state, Jamaica offers enormous possibilities for doing business and enjoying some leisure time.

Montego Bay, the second largest city on the island, is located on the north west coast. Served by the Sangster International Airport (MBJ), Montego Bay is the gateway to the country's main tourism regions featuring a wide variety of resorts and attractions.



Rose Hall Great House – just one of the many attractions awaiting you in Jamaica

Usain Bolt and Bob Marley are iconic Jamaicans renowned for their achievements in athletics and music. However, this island also is well known for many other features –

- friendly people with a creative and enterprising spirit
- stable business climate and sophisticated infrastructure
- pulsating music
- vibrant entertainment

- delectable cuisine
- beautiful white sand beaches
- historic plantations
- cascading waterfalls
- gorgeous sunsets
- a stunningly scenic interior landscape featuring the Blue Mountains in the east, rising well over 7,000 feet.

IAGR 2019 will be hosted at The Half Moon - a destination in itself set on 400 acres of manicured grounds. Delegates will enjoy impeccable Jamaican hospitality at this property which has welcomed Fortune 500 companies, heads of government, celebrities, royalty and the world's movers and shakers.



Lobby Entrance of the Half Moon Hotel



Audrey Robinson, Trustee and Vitus Evans, Executive Director, Betting, Gaming & Lotteries Commission, Jamaica, will be working with President Trude Felde (centre) on next year's Conference

We look forward to welcoming IAGR 2019 to Jamaica!