



destea

department of
economic, small business development,
tourism and environmental affairs
FREE STATE PROVINCE

**THE DEPARTMENT OF ECONOMIC, SMALL
BUSINESS DEVELOPMENT, TOURISM, AND
ENVIRONMENTAL AFFAIRS**

SERVICE DELIVERY MODEL

2018-2019



GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS / ROLES AND RESPONSIBILITIES	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	ANALYSIS	AGREED SDM
OFFICE OF THE MEC							
<p>Office of the MEC: Dr. Benjamin Malakoane To provide policy direction to the Department to ensure it achieves its political mandate.</p>	<p>Ensure optimal functioning of the department to achieve its core mandate.</p>	<ul style="list-style-type: none"> To provide policy and political leadership to the department. Account on performance of the department to the Legislature on quarterly and/or annual basis. Liaise with and make recommendations to the National Ministers on issues of Tourism, Environmental Affairs, Economic, Small Business Development, the DTI and Sector Ministers. Table legislation on areas pertaining to the departmental mandate: gambling, liquor, environmental management, economic development and tourism. 	<p>Handle Labour Relations Appeals.</p> <p>Handle EIAs Appeals.</p> <p>Processing and vetting of Permits applications</p>	<p>DESTEAs Employees</p> <p>Environmental Assessment Practitioners, Developers, Communities,</p> <p>DESTEAs Permits Section</p>	<p>Services accessible from Head Office only.</p> <p>Services accessible from Head Office only.</p>	<p>Labour Relations and EIAs Appeals are handled from the Head Office in Bloemfontein, which may be an impediment due to geographic distance. The only process can be to fax/email/courier the appeals which may not be 100% full proof.</p> <p>Permits Applications are submitted to the Permits Section which will then submit to the Office of the MEC for vetting. This is to maximise measures around issuing of permits and to ensure protection of fauna and flora. Permit Section to submit applications to Office of the MEC which will vet them for approval by the DDG: Environmental Affairs.</p>	<p>Current mode of delivery with use of suggested modes for people in outer areas.</p> <p>Current mode of delivery with use of suggested modes for people in outer areas.</p> <p>Permits Unit to submit applications to Office of the MEC before approval can be granted.</p>

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			Handle complaints and queries.	DESTE Employees	Services accessible from Head Office and telephonically.	Complaints received internally and externally are handled by the MEC's office within 8 hours, queries are then submitted to the relevant unit for handling and a response is provided to the complainant once feedback has been received	Departmental units are to report back to the office of the MEC within 8 hours of receipt of complaint.
OFFICE OF THE HOD							
Office of the HOD: Ms. Gadija Brown: Head of Department. To provide strategic direction to the Department and ensure the effective and efficient management in line with Section 7 (3) of the Public Service Act, the Free State Growth and Development Strategy, the Departmental Strategic Plan, Annual Performance Plan, Provincial Programme of Action and other strategic programmes applicable to the Department.	Provision of sound management systems that ensure economic development and poverty reduction in the Free State	Provide strategic direction and monitor the performance of the Department. Ensure the successful management of performance and development of all staff in the Department. Ensure effective and efficient management of the budget of the Department in accordance with the PFMA. Ensure integrated governance of the organization as well as participation on provincial governance.	Approval of submissions	Directorates in the Department.	Services accessible from Head Office only.	Submissions for approval by HOD are on hard copies, using route forms. This at times results in back and forth causing enormous delays in approval or processing of a submissions. Electronic submissions should be considered to fast-track decision making and service delivery.	Current mode of delivery with use of suggested electronic submission.
			Handle all Complaints and Queries.	DESTE Employees Public Business	Complaints /Queries handled at various levels within the department.	Received Complaints / Queries by the Office of the HOD are referred to managers and should be handled within five working days. Acknowledgement of	Current mode of delivery with use of email/fax to direct queries to Head Office for quicker response time.

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<p>Chief Directorate: Economic Research and Planning: Mr. M.S Sani (Chief Director) Facilitate the achievements of departments strategic goals, objectives and programmes based on evidence based decision making</p>	Provide regular Economic Research Outputs to planning	Economic Research: Director: Mr. J Mosisia To enable evidence based decision making on sustainable economic development.	To undertake research and manage the research output.	Business Municipalities Sector Departments	Service offered from Head Office	<p>receipt of a complaint will be made within 1 working day and where possible citizens should be encouraged to use email/fax for quicker handling of their queries.</p> <p>Research projects are coordinated either internally (use of capacity within) or externally (using service providers). Economic landscape is forever changing and the department is not able to rapidly produce research outcomes based on current economic climate. There's a need to have partnership with other departments (PT) or SOEs (FDC) to coordinate research work.</p>	Use current mode of service delivery with better coordination with other departments and SCOs.
			Hold seminars on research findings and new policy directives.	Business Academic Institutions Public	Service offered from Head Office	Stakeholders are invited to briefings where the research results are discussed. Consideration should be made for stakeholders leaving in far flung areas by providing electronic copies to them.	Use current mode of service delivery with electronic distribution of results to ensure a wider reach.

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FINANCIAL MANAGEMENT							
Office of the Chief Financial Officer Mr. Lefa Kalane: Chief Financial Officer To provide financial administration support and ensure the management of assets in the department.	To ensure effective and efficient financial management systems	Chief Financial Officer: Mr. L. Kalane: To ensure effective and efficient financial management in the department.	Approval and/or verification of submissions	DESTE A	All submissions should be recommended or approved by CFO	The challenges include the officials who do not understand processes	The submissions can be send electronically so that the approval can be given timeously
	Oversee procurement of goods and services and management of contracts for the department.	Supply Chain Management: Director: Mr. M Machela To develop, implement and ensure effective Supply Chain Management in the Department.	To obtain quotations from suppliers for services and/or goods for less than R30 000.00. Procure goods and services through transversal contracts.	Business DESTE A Units Business on Transversal Contracts DESTE A Units	Procurement of goods and services are done from Head Office.	Services Centers and Protected Areas must procure goods and services via the Head Office since SCM processes are centralized. This has adverse impact in accessing goods and/or services in time for mundane items like paper, cleaning material for offices in far flung areas.	Use current service delivery model with resorts/reserves more given responsibility in sourcing quotations.
			To obtain quotations from suppliers for services and/or goods for value that is between R30 000.00 and R500 000.00. To procure goods and/or services for value that is above R500 000.00 threshold through tendering process within 60 days.	Service Providers DESTE A Directorates DESTE A Directorates Service Providers	Provided Centrally from Head Office	Allocation of office space is coordinated from Head Office using GIAMA Guidelines or UMPA. Offices are	Use current service delivery model.
	To manage Facilities and Assets of the Department.	Fleet and Asset Management: Acting Director: Ms. B Difoloko. To manage facilities and assets of the department	Allocate Office space to all qualifying officials.	DESTE A Employees	Provided Centrally from Head Office		

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						inhabitable, not accommodative for persons with disabilities with every block having one lift.	
			Attend to all reported incidents for maintenance.	DESTE Employees		All maintenance work must be reported in writing by the relevant official to facilities unit. The unit will then investigate and submit request to SCM for procurement of services required.	Use current service delivery model.
			Identify and dispose all obsolete, redundant and irreparable assets.	DESTE Employees Public		Registration and disposal of assets done from Head Office with officials from H/O sent continuously to do stock take/verification.	Use current service delivery model.
		Financial Accounting: Director: Ms PA Rantekane Ensure an effective financial management in the department.	Process all travel and subsistence claims.	DESTE directorates	Provided Centrally from Head Office	Processing of claims is centralized meaning for areas outside Head Office, officials must travel to access this. Managers at these areas have no delegations to approve claims which may result in delays in payment. To travel to H/O, officials incur further travelling costs and must submit another	Use current service delivery mode with migration to electronic submission.

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						S&T claims. This is not cost effective and automation of this service can help overcome unintended delays and costs.	
	To manage the budget of the department.	Financial Management: Director: Mr. J Motsetse Ensure an effective financial management in the department.	Provide Budgetary Services.	DESTE A	Provided Centrally from Head Office	Following approval of departmental budget, the Directorate assists Units with Funds Verification and Budget Variance Analysis. For areas outside Head Office like resorts and reserves, often they encounter challenges because requests memo are done manually. Where availability of funds has been ascertained and quotations exceed budget available, it becomes tedious and may result in starting the process again, delaying service provision. Automation of this service can help overcome unintended delays.	Use current service delivery mode with migration to electronic submission.
	Management of fleet and cleaning.	Fleet Management: Acting Director: Ms. B Difoloko. Effective Management of the GG Fleet.	Provision of GG transport	DESTE A	The management of fleet is done from Head Office with Service	Provision of GG cars service done from Head Office with other areas provided with pool cars.	Use current service delivery model and provide admin. Officers at Service Centers with transport

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					Centres and Protected Areas given more leeway in managing fleet allocated to them.	Currently monitoring of pool cars done from Head Office since there are no transport officer.	officer duties.
		Auxiliary Service (House Keeping): Acting Director: Ms B Difoloko Manage cleaning services.	Cleaning	DESTE A	Provided Centrally from Head Office	The cleaners must clean all departmental facilities and ensure that they are kept clean and neat.	Use current service delivery model
CORPORATE SERVICE							
Chief Directorate: Corporate Service: Vacant Provide leadership to the Chief Directorate to achieve its objectives as outlined in the Strategic Plan, App and other applicable programmes/plans.	To ensure the availability of skilled, healthy, representative and motivated employees as well as organizational efficiency.	Human Resource Management: Director: Ms. M Tiale. To ensure appropriate and timely selection and recruitment processes, administering of conditions of service and monitoring adherence to relevant HR prescripts	Filling of Posts	DESTE A Employees Public	Service provided from Head Office	Funded posts are advertised and applications are invited from prospective applicants. Applications must be hand delivered or send through posts. This can be costly and time consuming (posting) compared to emailing same documents: letter, CV, Z83 forms and copies of ID, certificates and license.	Current mode of delivery with use electronic tools like email.
		Labour Relations: Deputy Director: Mr. M Mahlasela. To advise employees as well as management about the grievance issues in the	Handling of Labour Relations Matters.	DESTE A Employees and Management	Service provided from Head Office	All labour relations matters are handled from Head Office. This would include investigating and representing department for	Use the current mode with constant interaction with all employees working outside Head Office. Interaction with all employees takes

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		department, Investigate misconduct cases, train employees on matters relating to Labour Relations.				misconduct cases, and investigating grievances in order to resolve them. There is an improved communication from all officials to access the office of Labour Relations.	place through e-mails, telephone, cellphone and face to face.
		Deputy Director: Organisational Development : Deputy Director: Ms. N Mopeli To ensure optimal development, performance and wellbeing of all employees	Job Evaluation of Posts.	DESTEA Units	Service provided from Head Office	Upon the receipt of the request, Organisational Development component gather information regarding the post through conducting job evaluation interviews. Subsequent to that, the information is captured on the evaluate system to get the preliminary scores and the post is presented at both the Provincial JE Quality Assurance and JE Panel Committees. A submission will be compiled to approve the JE results/outcomes.	Use the current mode with constant interaction with Managers/Supervisors in Head Office, Service Centres, Reserves and Resorts
		Organisational and Human Resource Development: Acting	Roll out identified Training Programmes	DESTEA Employees Graduates	Service provided from Head Office	Through the consolidated training needs from various	Current mode of delivery with increased use of

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		<p>Director: Mr. M Segopa. To ensure the development of competent workforce.</p>		Public		<p>components, HRD Sub-directorate shall develop the Work Place Skills Plan (WSP) and compile course specifications to sought for accredited service providers so as to provide identified training needs. Some of the courses are offered by established institutions of higher learning or National School of Government at reasonable price and qualification are recognized.</p>	<p>institutions of higher learning. National School of Government (NSG), Free State Training and Development Institute (FSTDI) and Private Accredited Service Providers.</p>
		<p>Employee Health and Wellness Management: Deputy Director: Ms B Molefe. To ensure optimal development, performance and wellbeing of all employees.</p>	<p>Crisis Intervention Services, Counselling and Support services</p>	Affected employees and families	Service provided from Head Office	<p>Employee Health and Wellness Programme [EHWP] receive referrals from Managers and/or self-referrals by employees for crisis intervention, counselling and support. Due to stigma, often employees don't make use of this or at times, those that may need this are working outside Bloemfontein making access difficult.</p>	<p>Use the current mode with constant interaction with employees working outside Head Office.</p>
			<p>Conduct Health and Safety</p>	DESTEA Facilities	Service rendered from Head Office	<p>Inspection Audits are conducted by official</p>	<p>Use the current mode with constant</p>

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			Inspections Audits.			stationed in Bloemfontein for all facilities. For areas outside Bloemfontein, this means the official is expected to travel to all facilities to conduct these audits.	Interaction with the OHS representatives at Service Centre all Resorts and Reserves
			Conduct Health Risk Assessment and support to chronically ill officials.	DESTEAs Employees and immediate family members	Service provided from Head office through a service provider	Health risk assessments are conducted using a service provider. This may present challenges regarding the availability of a service provider.	Use the current mode and appoint the EHWP service provider
	Government Information Technology and Knowledge Management: Deputy Director: Ms. M Mphathane. To manage information Technology and systems of the department.		Provide IT Services	DESTEAs Employees / Directorates	Service provided from Head Office	Requested services are either provided over the phone (1 st line support) or by assigning a technician (2 nd line support). For remote offices, this means waiting for several days to resolve logged calls, users must bring in their computers or printers to the head office to be repaired. Given the current ratio, servicing remote offices it is a challenge. Appointing more staff will reduce the current ratio with intention to ensure	Use the current mode with improved constant deployment of IT Technicians and utilisation of IT remote tools.

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		<p>Legal Service: Vacant. To provide sound legal advise and to drafting of contracts and legislation</p>	Handle all legal matters and PAIA enquiries.	DESTEAs Units and Interested Parties	Service provided from Head Office	<p>easy deployment of IT Technicians to under serviced areas.</p> <p>All legal related enquiries by departmental units are handled by this Unit which has only two officials with legal knowhow. The enquiries may range from legal advise to drafting of contracts and legislation. Often this may have bearing on turnaround time in instances where requests may exceed capacity available in the Unit.</p>	Current mode is suggested with Units urged to submit their request earlier to avoid delays that may be the result of capacity constraints.
		<p>Communication Service: Director: Ms. F Mfazwe (Acting) Manage internal and external to increase publicity around DESTEAs services and to enhance its brand.</p>	Handle all media related matters and coordinate management of departmental events.	Media House DESTEAs Units	Service provided from Head Office	<p>Communication relies mainly on Units to provide right information at the right time to communicate to both internal stakeholder. It often becomes the last piece of the puzzle in stakeholder which hampers its role to effectively communicate the message across.</p>	Current delivery mode with strict adherence to Guidelines on Corporate Events and assign Communicators to all Units/Section of the departments.
		<p>Security Service: Director: Mr. T Kotsi. Manage provision of security services and</p>	Provide security services and combat fraud and corruption.	DESTEAs	Service provided from Head Office and Service Centres of the	<p>The security personnel is mainly doing physical security role with</p>	Hire extra security personnel and increase capacity to investigate fraud and

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		oversee fraud prevention measures. Accountable for developing and supervising the Ethics of the department.			Department.	fraud and corruption function left to only one manager to handle. With the department like DESTEA responsible for biodiversity, more expertise is need to fight poaching and increase anti-fraud and capacity of the department. Added to this challenge, is the building that fenced and with no sufficient personnel to patrol.	corruption by the Unit.

ENVIRONMENTAL AFFAIRS

Branch: Environment and Conservation: DDG: Ms. Nozi Nkoe (Acting DDG). Manage the Environment Branch, in order to lead sustainable development of the environment for a better life for all in the	Chief Directorate: Conservation and Biodiversity Management: D. Hayter To ensure the regulation and management of all biodiversity, protected areas and conservation matters in a manner that	Conservation Management: Chief Director: Ms. N. Nkoe Manage all Protected Areas through effective implementation of the National Environment Management: Protected Areas Act (NEMPAA) and other related prescripts.	Support with donation and training to black game farmers	Game farmers	Service offered from Head Office	All these services are provided from Head Office which implies extensive travelling for managers involve in these programmes to ensure success of these programmes. Need to consider electronic submission to register for these services/programme.	Use current service delivery mode with introduction of electronic submission of applications.
			Increase land under conservation through the implementation of the Biodiversity Stewardship Programme (BSP). Number of hectares	Land owners Farmers Municipalities	Service offered from Head Office		

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province	facilitates sustainable economic growth and development.	<p>in the conservation estate.</p> <p>Biodiversity Research: Director: Mr. C Erasmus Promote and regulate the sustainable use of biological, cultural and generic resources in the interest of sustainable development.</p>	<p>Designation of Environmental Management Inspectors</p> <p>Enforce compliance with Environmental Management Legislation</p>	<p>Farmers</p> <p>Officials who have completed EMI Course offered by DEA</p> <p>Permit Holders Game farmers Developers Municipalities Industries General Public</p>	<p>from Head Office</p> <p>Service offered from Head Office</p> <p>Service offered from Head Office</p>	<p>DESTEA coordinate the entire process of submission of applications to National Department of Environmental Affairs for registration of individual for EMI course. After successful completion of the course, list is send to MEC promulgate individuals as EMIs.</p> <p>People applying for EA permits reside all over the province, with some having to travel more than 400km to access this service. To improvise, the Unit sends applications forms to the</p>	<p>Use current service delivery mode with introduction of electronic submission of applications.</p> <p>Use current service delivery mode with introduction of electronic submission of applications.</p>

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	<p>Chief Directorate: Environmental Quality and Protection: Ms M. Nkoe (Chief Director)</p> <p>To regulate, manage and ensure the provision of environmental management services in the province by contributing to sustainable development, livelihoods support, green and inclusive economic growth by facilitating skills development, employment creation and infrastructure development</p>	<p>Environmental Quality: Chief Director :Ms. M Nkoe</p> <p>To promote sustainable development through integrated environmental management.</p>	<p>Ensure a healthy environment through issuing and reviewing Environmental Impact Assessment (EIA) and/or Management Licenses (WML)</p> <p>Support Waste Pickers</p> <p>Train Waste Management Facilities on waste information system (WIS)</p> <p>Conduct 19 reviews of IDPs for environmental content as per requirements (DA/3.5).</p>	<p>Companies General Public Government / Municipalities</p> <p>Waste Pickers</p> <p>Waste Management Facilities (Landfill sites) personnel</p> <p>Local and District Municipalities</p>	<p>Service offered from Head Office</p> <p>Service offered from Head Office</p> <p>Service Offered from Head Office</p>	<p>applicant and post the permit.</p> <p>All these services are provided from Head Office which implies extensive travelling for managers involve in these programmes to ensure success of these programmes. Need to consider electronic submission to register for these services/programme.</p> <p>Coordinated by COGTA at the provincial level and often DESTEA is invited by municipalities to participate at IDP Stakeholder Engagement.</p>	<p>Use current service delivery mode with introduction of electronic submission of applications.</p> <p>Use current mode of service delivery.</p>

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		<p>initiatives and departmental objectives are incorporated into the strategic planning instruments at national, provincial and local level.</p> <p>Environmental Empowerment Services: Assistant Director: Mpho Gunundu To develop, implement and facilitate environmental empowerment programmes and projects.</p>	<p>Number of job opportunities created through departmental EPWP Grant.</p> <p>Register schools for participation on environmental awareness programme (eco-schools)</p> <p>Conduct cleaning campaigns Support environmental conservancies</p>	<p>Youth Women Persons with disabilities</p> <p>Schools</p> <p>Municipalities Communities Rangers</p>	<p>Service Offered from Head Office</p> <p>Service Offered from Head Office and Service Centres</p> <p>Service Offered from Head Office Service Centres</p>	<p>EPWP workers are placed at various resorts/reserves across the province with Head Office managing the entire programme.</p> <p>Request letters for registration into this programme are coordinated from Head Office and Service Centres</p> <p>Plans are initiated from the Head Office in consultation with the municipality. Once the campaign has been done, There is a plan however EPWP is temporary and sometimes not sustainable.</p>	<p>Use current mode of service delivery with increased monitoring.</p> <p>Use current mode of service delivery.</p> <p>Use current mode of service delivery.</p>

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ECONOMIC, SMALL BUSINESS DEVELOPMENT AND TOURISM							
Branch: Economic Development: DDG: Dr. M Nokwequ To stimulate economic development within the Free State Province.	Chief Directorate: Integrated Economic Development: Chief Director: Dr. T Mokoena Promote economic development	Sector Development: Director: Ms. M Mokalobe Support and promote sectoral development through collaboration with industry stakeholders.	Support Businesses in Critical Sectors.	Business (within the priority sectors)	Service offered from Head Office	Participation of African Business within critical sectors like manufacturing, agro-processing and mining.	Use current mode of delivery
		Economic Planning: Director: Mr. T Lekutle To conduct economic planning and monitor the performance of Municipalities.	Support Projects that Qualify for Co- Funding Arrangement with Development Funding Institutions (DFIs). Develop Sector. Align LEDs of Municipalities with the FSGDS	Business (New and existing) Municipalities	Service offered from Head Office	Plans and strategies are coordinated either internally or externally.	Use current mode of delivery
		Development Support and Coordination of Funding: Director: Ms. P Ngqeza Ensure coordination of sector specific development funding.	Assat Enterprises with Access to Markets.	Business (New and existing)	Service offered from Head Office	Participate in and stage various marketing platforms to assist Free State Enterprise with access to market	Continue with current mode of delivery with much provisions made for applicants residing outside Bloemfontein and stringent screening of applicants.
	Small Business Development: Chief Director: Mr. M Sehularo (Acting)	Service Centers and LED: Director: Ms. K Mtsala To manage service	Number of alignment consultation and capacity building	Municipalities Business Public	Service offered from Head Office and service centers	The services are provided from the Head Office and the service centers in	Use current mode of service delivery with consideration given to restructuring of

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	Chief Director SBD) To stimulate growth and development of small businesses in the FS Province	centers and coordinate LED within municipalities.	sessions with local government stakeholders on LED. Manage the process for identification of viable business proposals			various Districts except Xhaxiep from Bloemfontein. The current staffing profile in service centers is insufficient to deal with all the requests. Currently, there is a process to fill the vacant positions and to restructure the service centers to better respond to the SMME needs.	service centers.
		Regulatory Systems and Stakeholder Management: Director: Ms. Mphoko (Acting) To ensure entity oversight and facilitate stakeholder management.	Support municipalities with various interventions relating to business regulations	Municipalities Business Public	Service offered from Head Office	The process to ensure improved stakeholder management / engagement is driven from the Head Office with the process piloted in Maluti a Phofung Municipality. The department has stakeholders spread across the entire province who are either formal or informal, small or big. Often it is a challenge to reach them.	Use current mode of service delivery with emphasis on introducing red tape reduction.
		Enterprise Development and Support: Director: Mr. M Sehularo Facilitate the development and growth	Support to New and Existing SMMEs and Cooperatives Establish SMME container hubs in	Formal and informal businesses District Municipalities	Service offered from Head Office	The informal SMMEs are assisted with CIPC registration and enterprises are given non-financial support	Use current mode of service delivery with consideration to introduce a similar programme to assist migration from small

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		of small businesses.	District Municipalities. Train Motor Mechanics and Panel Beaters.	Mechanics Panel Beaters	and service centers	(equipment) and assisted with risk sharing to support their operations. Despite interventions made like BATC, processing of applications on time has been a challenge. Service Standard must be developed to ensure timelines are adhered to.	business to macro business.
	Provide Consumer Protection Services	Business Regulation and Governance: Director: Mr. T Radikeledi To regulate business compliance and promotion of consumer rights.	Resolve consumer disputes.	Public (Consumers)	Service offered from Head Office	Members of public must register their complaints with the Consumer Protection Officer by submitting a filled form with an affidavit and supporting documents (receipt/contract). For people outside Bloemfontein, they must register their complaints over the phone which may be a challenge. CPO will then conduct investigations and where the matter is not resolved at Mediation, then it will be escalated to the Consumer Affairs Court for adjudication. For Mediation, Hearings are normally held at	Use current mode of service delivery with consideration to make use of Service Centers to provide this service.

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	Ensure oversight of entities under DESTEA	Governance and Oversight of Entities: Director: Ms. T Maleka (Acting)	Monitor and Oversee the performance of the entities reporting to the Department.	FDC FSGLSTA	Monitoring is done on quarterly basis.	the principal place of business (where the transaction was done). Transfers often made to entities and often reports submitted, do not specifically address conditions related to funds that have been released to a specific entity.	Quarterly reports with focus given to funds released to the entity.
	Tourism Development and Support: Director: Motseheh Mahlatsi-Mabuza To grow the tourism sector's absolute contribution to the provincial economy.	Tourism Planning: Deputy Director: Vacant. Development of policies and regulatory framework for tourism in the province Capacitate and enhance tourism via the registration and training of tourist guides Monitor implementation of tourism regulatory framework	Registration of tourist guides and maintenance of tourist guide database.	Tour Operators Business Public	Service offered from Head Office	Registration as Tourist Guide requires the completion of CATHSSETA accredited tourist guiding qualification and payment of R240.00 for new registration. The training is privately provided and the registration can be accessed at the Head Office only. Need to consider providing the registration services at the Service Centres or send officials on weekly basis to service centres to process applications.	Use current mode of service delivery and to consider Service Centers to offer this service.
		Alignment of tourism development plans	FS Municipalities	Service offered from Head Office and at Municipalities	IDPs of the municipalities are assessed to determine their		Head Office Staff and Service Centres

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						alignment of their plans with the provincial and national plans. Often Tourism Sector is either not staffed, or poorly staffed with inadequate budget allocation.	
			Undertake enforcement inspections	Tourism Industry players	Service offered from Head Office	Inspections are initiated from Head Office in partnership with the Prov.Joc, on illegal tourist guiding. Illegal may escape the net if communities are not encouraged to report them.	Use current mode of service delivery with more emphasis on educating communities about what constitute illegal tourist guide.
		Tourism Growth and Development: Deputy Director: Vacant To ensure tourism growth through application of effective domestic tourism. To ensure transformation of the Tourism Sector. To facilitate Tourism and promote Tourism education and capacity building.	Conduct kaside tourism campaigns Support tourism SMMEs	Township establishments Tourism SMMEs	Service offered from Head Office Service offered from Head Office	Township/Kaside Tours, product development : Township Entertainment Facilitate the participation of tourism enterprises in incubatorship. Skills development of SMMEs: Mobilise SRI funding and DFI funding.	Head Office Staff and Service Centres Head Office Staff and Service Centres
			School Competition Programme	Schools	Service offered from Head Office	The competition targets educators and pupils from schools that offer Tourism as area of learning. It is coordinated from Head Office with Department of Basic	Use current mode of service delivery with more consideration given to ease disruptions preparations for exams.

GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS / ROLES AND RESPONSIBILITIES	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	ANALYSIS	AGREED SDM
						Education. The competition takes place around September when schools are busy with Semi Exams and involves a lot of travelling by educators and pupils.	
		Transformation of the Tourism Sector: Deputy Director: Mr. Mondli Nkosi Monitor Transformation of the Tourism Sector and Implement Tourism Transformation Plan.	Support business tourism events across all sectors for optimal socio-economic spin-offs.	Events Companies, Enterprises in the Tourism Value Chain	Service offered from Head Office	Provide either non-financial and/or financial support to SMMEs e.g. advise and provision of linkages with relevant stakeholders	Head Office Staff and Service Centres
			Support new and existing tourism enterprises Utilise DESTEA Resorts to achieve Transformation objectives	Tourism Enterprises Communities	Service offered from Head Office	Provide support to SMMEs e.g. advise and provision of linkages with relevant stakeholders	Head Office Staff and Service Centres


Ms. Gadija Brown
 Head of Department
 Department of Economic, Small Business Development, Tourism and Environmental Affairs

DATE: _____


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