



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
2017 - 2018**



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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>Destea 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 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 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, Acting HOD. 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 development and performance 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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						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.	
FINANCIAL MANAGEMENT							
Office of the Chief Financial Officer Mr. Jeff Motsetse: Acting 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: Acting: Mr. J Motsetse: .To ensure effective and efficient financial management in the department	Approval and/or verification of submissions	DESTEA	All submissions should be recommended or approved by CFO	The challenges include the officials who do not understand processes	The submissions can be sent 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. T Ramabulana 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. To obtain quotations from suppliers for services and/or goods for value that is between R30 000. 00 and R500 000.00.	Business Destea Units Business on Transversal Contracts DESTEA Units Service Providers DESTEA Directorates	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 goodsand/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.

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			To procure goods and/or services for value that is above R500 000.00 threshold through tendering process within 60 days.	DESTEAs Directorates Service Providers			
	To manage Facilities and Assets of the Department.	Fleet and Asset Management: Deputy Director: Mr. R Hlapane To manage facilities and assets of the department	Allocate Office space to all qualifying officials.	DESTEAs Employees	Provided Centrally from Head Office	Allocation of office space is coordinated from Head Office using GIAMA Guidelines or UMPA. Offices are inhabitable, not accommodative for persons with disabilities with every block having one lift.	Use current service delivery model.
			Attend to all reported incidents for maintenance.	DESTEAs 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.	DESTEAs 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.

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		<p>Financial Accounting: Director: Ms PA Rantekane Ensure an effective financial management in the department.</p>	<p>Process all travel and subsistence claims.</p>	<p>DESTEAs directorates</p>	<p>Provided Centrally from Head Office</p>	<p>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 S&T claims. This is not cost effective and automation of this service can help overcome unintended delays and costs.</p>	<p>Use current service delivery mode with migration to electronic submission.</p>
	<p>To manage the budget of the department.</p>	<p>Financial Management: Director: Mr. J Motsetse Ensure an effective financial management in the department.</p>	<p>Provide Budgetary Services.</p>	<p>DESTEAs</p>	<p>Provided Centrally from Head Office</p>	<p>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</p>	<p>Use current service delivery mode with migration to electronic submission.</p>

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						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.	
	Management of fleet and cleaning.	Fleet Management: ASDs Messrs D Kgoboko and H Togoe Effective Management of the GG Fleet.	Provision of GG transport	DESTE A	The management of fleet is done from Head Office with Service Centres and Protected Areas given more leeway in managing fleet allocated to them.	Provision of GG cars service done from Head Office with other areas provided with pool cars. Currently monitoring of pool cars done from Head Office since there are no transport officer.	Use current service delivery model and provide admin. officers at Service Centers with transport 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: Adv. T Phahlo, Acting Chief Director Provide leadership to the Chief Directorate to achieve its objectives as outlined in the Strategic Plan, APP and other applicable	To ensure the availability of skilled, healthy, representative and motivated employees as well as organizational efficiency.	Human Resource Management: Director: Ms. M Tiale (Acting) 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	Current mode of delivery with use electronic tools like email.

programmes/plans.	<p>Labour Relations: ASDs Mr. M Mahlasela and Ms J Mokone. To advise employees as well as management about the grievance issues in the department, Investigate misconduct cases, train employees on matters relating to Labour Relations.</p>	<p>Handling of Labour Relations Matters.</p>	<p>DESTEA Employees and Management</p>	<p>Service provided from Head Office</p>	<p>consuming (posting) compared to emailing same documents: letter, CV, Z83 forms and copies of ID, certificates and license.</p>	<p>Use the current mode with constant interaction with all employees working outside Head Office. Interaction with all employees takes place through e-mails, telephone, cellphone and face to face.</p>
	<p>Deputy Director: Organisational Development : Deputy Director: Ms. N Mopeli To ensure optimal development, performance and wellbeing of all employees</p>	<p>Job Evaluation of Posts.</p>	<p>DESTEA Units</p>	<p>Service provided from Head Office</p>	<p>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</p>	<p>Use the current mode with constant interaction with Managers/Supervisors in Head Office, Service Centres, Reserves and Resorts</p> 

	<p>Quality Assurance and JE Panel Committees.</p> <p>A submission will be compiled to approve the JE results/outcomes.</p>	<p>Through the consolidated training needs from various 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>Service provided from Head Office</p>	<p>DESTEA Employees Graduates Public</p>	<p>Roll out identified Training Programmes</p>	<p>Organisational and Human Resource Development: Deputy Director: Mr. M Segopa. To ensure the development, of competent workforce.</p>	<p>Current mode of delivery with increased use of institutions of higher learning, National School of Government (NSG), Free State Training and Development Institute (FSTD) and Private Accredited Service Providers.</p>
	<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</p>	<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</p>	<p>Service provided from Head Office</p>	<p>Affected employees and families</p>	<p>Crisis Intervention Services, Counselling and Support services</p>	<p>Employee Health and Wellness Management: ASDs: Ms B Molefe & Ms M. Ntsiuoa To ensure optimal development, performance and wellbeing of all employees.</p>	<p>Use the current mode with constant interaction with employees working outside Head Office.</p>

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					employees don't make use of this or at times, those that may need this are working outside Bloemfontein making access difficult.	
				Conduct Health and Safety Inspections Audits.	DESTEAFacilities	Service rendered from Head Office
				Conduct Health Risk Assessment and support to chronically ill officials.	DESTEAEmployees and immediate family members	Service provided from Head office through a service provider
				Provide IT Services	DESTEAEmployees / Directorates	Service provided from Head Office
			Government Information Technology and Knowledge Management: Deputy Director: Ms. M Mphatlhane. To manage Information Technology and systems of the department.			
						Use the current mode with constant interaction with the OHS representatives at Service centre all Resorts and Reserves
						Use the current mode and appoint the EHWP service provider
						Use the current mode with improved constant deployment of IT Technicians and utilisation of IT remote tools.



		<p>Legal Service: Acting Director: Ms C Sefo. To provide sound legal advise and to drafting of contracts and legislation</p>	<p>Handle all legal matters and PAIA enquiries.</p>	<p>DESTEA Units and Interested Parties</p>	<p>Service provided from Head Office</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 turn around time in instances where requests may exceed capacity available in the Unit.</p>	<p>office to be repaired. Given th current ratio, servicing remote offices it is a challenge. Appointing more staff will reduce the current ratio with intention to ensure easy deployment of IT Technicians to under serviced areas.</p> <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>
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		<p>Communication Service: Director: Mr. K Tau. Manage internal and external to increase publicity around DESTEAs services and to enhance its brand.</p>	<p>Handle all media related matters and coordinate management of departmental events.</p>	<p>Media House DESTEAs Units</p>	<p>Service provided from Head Office</p>	<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>	<p>Current delivery mode with strict adherence to Guidelines on Corporate Events and Communicators to all Units/Section of the departments.</p>
		<p>Security Service: Deputy Director: Ms. F Nhlapo Manage provision of security services and oversee fraud prevention measures. Accountable for developing and supervising the Ethics of the department.</p>	<p>Provide security services and combat fraud and corruption.</p>	<p>DESTEAs</p>	<p>Service provided from Head Office and Service Centres of the Department.</p>	<p>The security personnel is mainly doing physical security role with fraud and corruption function left to only one manager to handle. With the department like DESTEAs 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.</p>	<p>Hire extra security personnel and increase capacity to investigate fraud and corruption by the Unit.</p>

ENVIRONMENTAL AFFAIRS

<p>Branch: Environment and Conservation: Mr. T Moremi: DDG</p>	<p>Chief Directorate: Conservation and Biodiversity</p>	<p>Conservation Management: Director: Mr. T Selemela</p>	<p>Mentor black game farmers</p>	<p>Game farmers</p>	<p>Service offered from Head Office</p>	<p>All these services are provided from Head Office which implies extensive</p>	<p>Use current service delivery mode with</p>
			<p>Increase land under</p>	<p>Land owners</p>	<p>Service offered</p>		

<p>Manage the Environment Branch, in order to lead sustainable development of the environment for a better life for all in the province</p>	<p>Management: (Vacant) To ensure the regulation and management of all biodiversity, protected areas and conservation matters in a manner that facilitates sustainable economic growth and development.</p>	<p>Manage all Protected Areas through effective implementation of the National Environment Management: Protected Areas Act (NEMPAA) and other related prescripts.</p>	<p>conservation through the implementation of the Biodiversity Stewardship Programme (BSP). Number of hectares in the conservation estate.</p>	<p>Farmers Land owners Farmers</p>	<p>from Head Office Service offered from Head Office</p>	<p>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>introduction of electronic submission of applications.</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>Officials who have completed EMI Course offered by DEA</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>Use current service delivery mode with introduction of electronic submission of applications.</p>
			<p>Enforce compliance with Environmental Management</p>	<p>Permit Holders Game farmers General Public</p>	<p>Service offered from Head Office</p>	<p>People applying for permits reside all over the province,</p>	<p>Use current service delivery mode with introduction of electronic</p>

							with some having to travel more than 400km to access this service. To improve, the Unit sends applications forms to the applicant and post the permit.	submission of applications.
							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.
							Service offered from Head Office	
							Companies General Public Government / Municipalities	
							Ensure a healthy environment through issuing and reviewing Environmental Impact Assessment (EIA) and/or Management Licenses (WML)	
							Support Waste Pickers	
							Waste Pickers	Service offered from Head Office
							Train Waste Management Facilities on waste information system (WIS)	Service offered from Head Office
							Waste Management Facilities (Landfill sites) personnel	
							Legislation	
							Environmental Quality: Acting Director: Ms. M Sello To promote sustainable development through integrated environmental management.	
							Chief Directorate: Environmental Quality and Protection: Ms M. Nkoe (Chief Director) 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>Environmental Planning and Coordination: Director: Mr. M Walaza</p> <p>Facilitate and ensure provincial sustainable development and greening policy processes, initiatives and departmental objectives are incorporated into the strategic planning instruments at national, provincial and local level.</p>	<p>Conduct 24 reviews of IDPs for environmental content as per requirements (DA/3.5).</p>	Local and District Municipalities	Service Offered from Head Office	Coordinated by COGTA at the provincial level and often DESTEA is invited by municipalities to participate at IDP Stakeholder Engagement.	Use current mode of service delivery.
	<p>Environmental Empowerment Services: Director (Vacant)</p> <p>To develop, implement and facilitate environmental empowerment programmes and projects</p>	<p>Number of job opportunities created through departmental EPWP Grant.</p>	Youth Women Persons with disabilities	Service Offered from Head Office	EPWP workers are placed at various resorts/reserves across the province with Head Office managing the entire programme. Only one official overseeing the programme as a result little monitoring is done	Use current mode of service delivery with increased monitoring.
		<p>Register schools for participation in an environmental awareness programme</p>	Schools	Service Offered from Head Office	Request letters for registration into this programme are coordinated from Head Office.	Use current mode of service delivery.
		<p>Conduct cleaning campaigns</p>	Municipalities	Service Offered from Head Office	Plans are initiated from the Head Office in consultation with the municipality. Once the campaign	Use current mode of service delivery. 

							has been done, no plans in hand to ensure measures are in place to keep the area clean.	
ECONOMIC AND SMALL BUSINESS DEVELOPMENT								
Branch: Economic Development: Dr. M Nokwequ: Acting DDG To stimulate economic development within the Free State province.	Chief Directorate: Economic Research and Planning: Mr. M.S Sani (Chief Director) Ensure that the department has the required business intelligence, strategic plans, operational plans, programmes and strategies on economic development.	Economic Research: Director: Mr. J Mosia To undertake research and manage the research output.	To promote effective and efficient economic planning, research and innovation.	Business Municipalities Sector Departments	Service offered from Head Office	Research projects are coordinated either internally (use of capacity within) or externally (using service providers). Economic landscape is for ever changing and the department is not able to rapidly produce research outcomes based on current economic climate. The acute shortage of staff completely compounds the situation. The need to have partnership with other departments (PTO) or SCOs (FDC) to coordinate research work.	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.	
		Economic Strategic	Develop Sector	Business	Service offered from Head Office	Economic Strategic Planning (Policy);	Use current mode of service	

		<p>Planning: Director: Mr. T Lekutle</p> <p>To conduct economic planning and monitor the performance of State Owned Companies (SOCs).</p>	<p>Strategies.</p> <p>Align LEDs of Municipalities with the FSGDS.</p>	<p>Public Municipalities</p>	<p>Plans and Strategies) is coordinated either internally (use of capacity within) or externally (using service providers). The continuation of Plans; Policy and Strategies need not depend on the term of office of the proponent of them, but should be implemented to their full term in order to evaluate their impact.</p>	<p>delivery.</p>
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		<p>Business Regulation and Governance: Director: Mr. T Radikeledi To regulate business compliance and promotion of consumer rights.</p>	<p>Resolve consumer disputes.</p>	<p>Public (Consumers)</p>	<p>Service offered from Head Office</p>	<p>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 the principal place of business(where the transaction was done).</p>	<p>Use current mode of service delivery with consideration to make use of Service Centers to provide this service.</p>
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<p>Chief Directorate: Integrated Economic Development: Chief Director: Dr. T Mokoena Promote economic development</p>	<p>Sector Development: Director: Ms. M Mokalobe Support and promote industrial and sectoral development through collaboration with industry stakeholders.</p>	<p>Support Businesses in Critical Sectors.</p>	<p>Business (within the priority sectors)</p>	<p>Service offered from Head Office</p>	<p>Participation of African Business within critical sectors like manufacturing, agro-processing or mining is highly constrained due to understanding of Value Chain. With development of value chain concept papers and plans, DESTEAs intends to provide training to Trade Advisor regarding proper value chain analysis through the ILO in order to maximise participation of HDIs in these sectors.</p>	<p>Use current mode of delivery</p>
	<p>Industrial Development Support: Director: Dr. G Morakile To facilitate the development of industries in the Free State.</p>	<p>Support Projects that Qualify for Co- Funding Arrangement with Development Funding Institutions (DFIs).</p>	<p>Business (New and existing)</p>	<p>Service offered from Head Office</p>	<p>Support is undertaken through alignment with national programme with Black Industrialist Programme.</p>	<p>Use current mode of delivery</p>

		Development Support and Coordination of Funding: Director: Ms. P Ngqeza Ensure coordination of sector specific development funding.	Assist Enterprises with Access to Markets.	Business (New and existing)	Service offered from Head Office	Application forms with supporting documents are processed from Head Office. For applicants staying outside Bloemfontein that implies extensive travelling. Some business may not survive the length of time between application and approval. There other serious challenge may be that of applicants who want to dip into various development funding.	Continue with current mode of delivery with much provision made for applicants residing outside Bloemfontein and stringent screening of applicants.
Small Business Development: Chief Director: Dr. M Nokwequ To stimulate growth and development of small businesses in the FS Province.	Service Centers and LED: Director: Ms. K Ntsala To manage service centers and coordinate LED within municipalities.	Number of alignment consultation and capacity building sessions with local government stakeholders on LED. Manage the process for identification of viable business proposals	Municipalities Business Public	Service offered from Head Office and service centers	The services are provided from the Head Office and the service centers in various Districts except Xhariep which is serviced 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.	Use current mode of service delivery with consideration given to restructuring of service centers.	
Regulatory Systems and Stakeholder Management: Director: Mr. P Motsoetla To ensure registration of	Support municipalities with various interventions relating to business	Municipalities Business Public	Service offered from Head Office	The process to ensure improved stakeholder management / engagement is	Use current mode of service delivery with emphasis on introducing red		

		business and facilitate stakeholder management.	regulations			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.	tape reduction.
		Enterprise Development and Support: Director: Mr. M Sehularo Facilitate the development and growth of small businesses.	Support to New and Existing SMMEs and Cooperatives Establish SMME container hubs in District Municipalities. Train Motor Mechanics and Panel Beaters.	Formal and informal businesses District Municipalities Mechanics Panel Beaters	Service offered from Head Office and service centers	The informal SMMEs are assisted with CIPC registration and registered SMMEs and cooperatives assisted with the MESP equipment grant to support their operations. Instead of MESP being a programme to assist business, but has become a source of dissatisfaction because only a certain of applications can be processed. It is recommended that a different grant be developed to assist small business to grow to medium and macro businesses.	Use current mode of service delivery with consideration to introduce a similar programme to assist migration from small business to macro business.

TOURISM

Tourism Development and	Tourism Planning: Deputy Director: Vacant. Development of policies and	Registration of tourist guides and maintenance of	Tour Operators Business Public	Service offered from Head Office	Registration as Tourist Guide requires the	Use current mode of service delivery and to
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	<p>Support: Director: Motsehoa Mahlatsi-Mabuza To grow the tourism sector's absolute contribution to the provincial economy.</p>	<p>regulatory framework for tourism in the province Capacitate and enhance tourism via the registration and training of touri guides Monitor implementation of tourism regulatory framework</p>	<p>tourist guide database.</p>	<p>FS Municipalities</p>	<p>Service offered from Head Office and at Municipalities</p>	<p>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. IDPs of the municipalities are assessed to determine their alignment of their plans with the provincial and national plans. Often Tourism Sector is either not staffed, or poorly staffed with inadequate budget allocation. Inspections are initiated from Head Office in partnership with the ProvJoc, on illegal tourist guiding. Illegal may escape the net if communities are not encouraged to report them.</p>	<p>consider Service Centers to offer this service. Head Office Staff and Service Centres Use current mode of service delivery with more emphasis on educating communities about what constitute illegal tourist guide.</p>
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		<p>Tourism Growth and Development: Deputy Director: Vacant</p> <p>To ensure tourism growth through application of effective domestic tourism.</p> <p>To ensure transformation of the Tourism Sector.</p> <p>To facilitate Tourism and promote Tourism education and capacity building.</p>	<p>Conduct kaside tourism campaigns</p> <p>Support tourism SMMEs</p> <p>School Competition Programme</p>	<p>Township establishments</p> <p>Tourism SMMEs</p> <p>Schools</p>	<p>Service offered from Head Office</p> <p>Service offered from Head Office</p> <p>Service offered from Head Office</p>	<p>Township/Kaside Tours, product development ; Township Entertainment</p> <p>Facilitate the participation of tourism enterprises in incubatorships; Skills development of SMMEs; Mobilise SRI funding and DFI funding.</p> <p>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 Education. The competition takes place around September when schools are busy with Semi Exams and involves a lot travelling by educators and pupils.</p>	<p>Head Office Staff and Service Centres</p> <p>Head Office Staff and Service Centres</p> <p>Use current mode of service delivery with more consideration given to ease disruptions preparations for exams.</p> <p>Head Office Staff and Service Centres</p>
		<p>Transformation of the Tourism Sector: Deputy Director: Mr. Mondli Nkosi</p> <p>Monitor Transformation of the Tourism Sector and Implement Tourism Transformation Plan.</p>	<p>Support business tourism events across all sectors for optimal socio-economic spin-offs.</p>	<p>Events Companies; Enterprices in the Tourism Value Chain</p>	<p>Service offered from Head Office</p>	<p>Provide either non-financial and/or financial support to SMMEs e.g. advise and provision of linkages with relevant stakeholders</p>	<p>Head Office Staff and Service Centres</p>





			Support new and existing tourism enterprises Utilise DESTEA Resorts to achieve Transformation objectives	Tourism Enterprises Communities	Service offered from Head Office	Provide either non-financial and/or financial support to SMIMEs e.g. advise and provision of linkages with relevant stakeholders	Head Office Staff and Service Centres
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Ms. Gadija Brown
 Acting Head of Department
 Department of Economic, Small Business Development, Tourism and Environmental Affairs

30/03/2017
 DATE: _____


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