

# **SERVICE DELIVERY IMPROVEMENT PLAN**



**destea**

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

**Date of revision: 01 October 2021**

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

**PROVINCIAL DEPARTMENT, FREE STATE**

**SERVICE DELIVERY IMPROVEMENT PLAN**

**2022/23 – 2023/2024**

**DESTEA SDIP****DOCUMENT CONTROL**

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## ACRONYMS AND ABBREVIATIONS

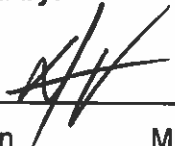
APP	Annul Performance Plan
DESTEA	Department of Economic, Small Business Development, Tourism and Environmental Affairs
HOD / AO	Head of Department / Accounting Officer
MEC / AE	Member of the Executive Committee / Accounting Executive
CFO	Chief Financial Officer
SDI Unit	Service Delivery Improvement Unit
SMME	Small, Medium and Micro Enterprise
SCM	Supply Chain Management
CCU	Complaints and Compliments Unit
BPM	Business Processes Mapping
DFI	Development Financial Institution
LED	Local Economic Development
OHS	Organizational Health and Safety
EMT	Executive Management Team

## OFFICIAL SIGN OFF

It is hereby certified that this Service Delivery Improvement Plan:

- Was developed by the management of the **Department of Economic, Small Business Development, Tourism and Environmental Affairs (DESTEA)** under the guidance of the Mr. Makalo Mohale, MEC.
- Was prepared in line with the current Strategic Plan **2020-2025** and the Annual Performance Plan **2022/2023** of the DESTEA.
- Is compiled with the latest available information from departmental business units.

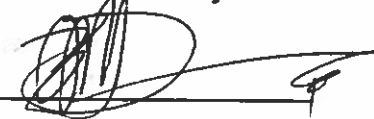
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DESTEA SDIP

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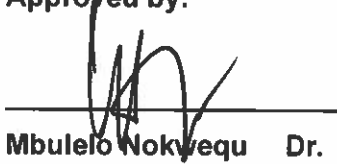
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22/03/22

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23/3/22

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Makalo Mohale, MPL Mr.

DESTEA – Executive Authority

Date

29/03/2022

**ANNEXURE A: DESTEA SDIP**

**1. SUMMARY OF THE SDIP TEMPLATE FOR FRONTLINE SERVICE DELIVERY DEPARTMENTS:**

**PREREQUISITES**

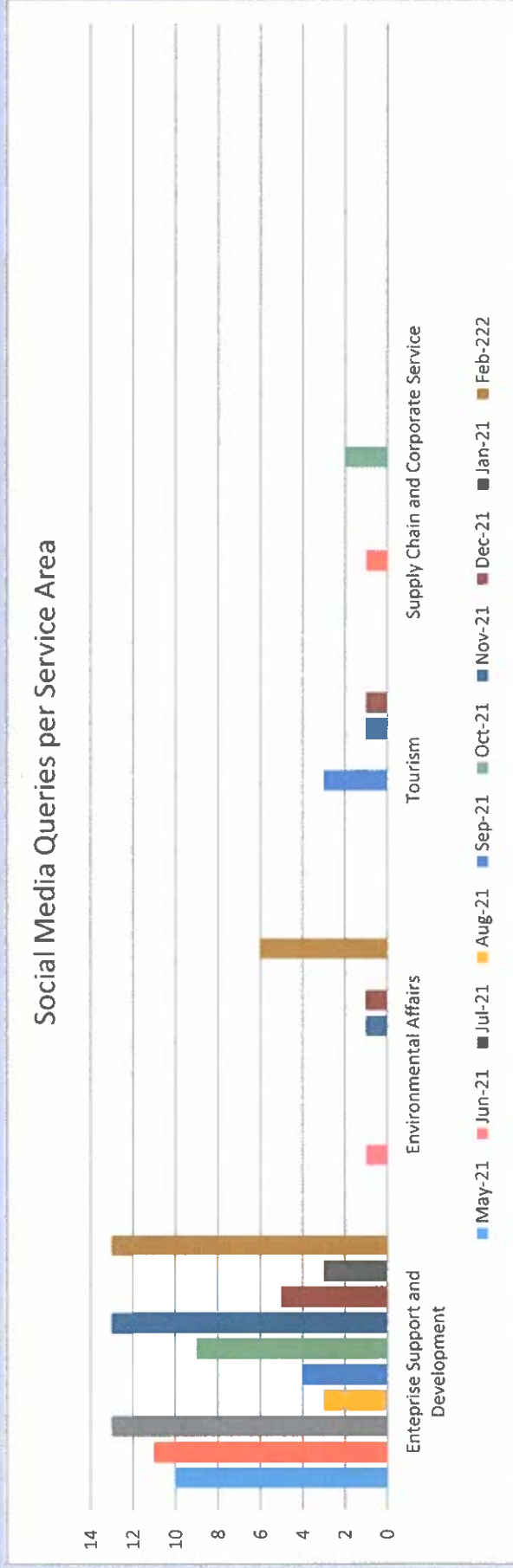
- A.** [Link of the Departmental Strategic plan, Service Delivery Model, Set Norms & Standards and the Service Standards for all services offered by the Department](http://www.destea.gov.zawp-content/uploads/2021/10/5/Revised-2020-Strategic-Plan_February-2021.pdf)  
<http://www.destea.gov.zawp-content/uploads/2021/08/DESTEA-SERVICE-DELIVERY-MODEL-2020-2021.pdf>  
<http://www.destea.gov.zawp-content/uploads/2021/08/DESTEA-EXTERNAL-SERVICE-STANDARD-2020-2021.pdf>  
<http://www.destea.gov.zawp-content/uploads/2021/08/DESTEA-INTERNAL-SERVICE-STANDARD-2020-2021.pdf>

**AIM:** Identify service offering of the departments which outlines quality and quantity of the department

- B. 1. Frontline/ Service Delivery departments:**  
 Identify the Key services through synthesis of internal and external analysis of departmental service delivery (Attach/Send a link of the integrated complaints/ Queries/ Enquiries/Litigation/ Poor performing service reports and/or Satisfaction survey results and any other documents required in the



DESTEA provides various services that cut across economic development (enterprise support and development), environmental and biodiversity protection, tourism support and development and consumer protection. The graph below paints a picture on number of queries lodged through the departmental social media platforms per service area.



ANNEXURE A: DESTEA SDIP

SUMMARY OF THE SDIP CRITICAL (KEY) SERVICES

C. Populate the table below

*AIM: identify service delivery improvement interventions*

NUMBER OF SDI KEY SERVICES (BASED ON DEPARTMENT'S RESOURCE CAPABILITY & COMPETENCIES)	KEY INDICATORS (KPI)	PERFORMANCE	DEPARTMENT SPECIFIC SET STANDARD	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
Enterprise Support and Development	Number of media activations implemented.	Promote the services/events on at least 5 platforms: Radio, Newspaper, DESTEA website, Facebook and Twitter.		16	All activities captured in the Calendar of Events	Media Plan Close-out Report
	Number of capacity building sessions held (Non-Financial Support)	Conduct 2 information sessions in each District on service to be provided within the financial year.		5	25: (10 +15)	Register Report
	Publish Monthly updated calendar of events.	Publish the events a month in advance.		1	24: (12 + 12)	Calendar of Events Published Updated Calendar of Events for the coming month: Screen shot



**ANNEXURE A: DESTEA SDIP**

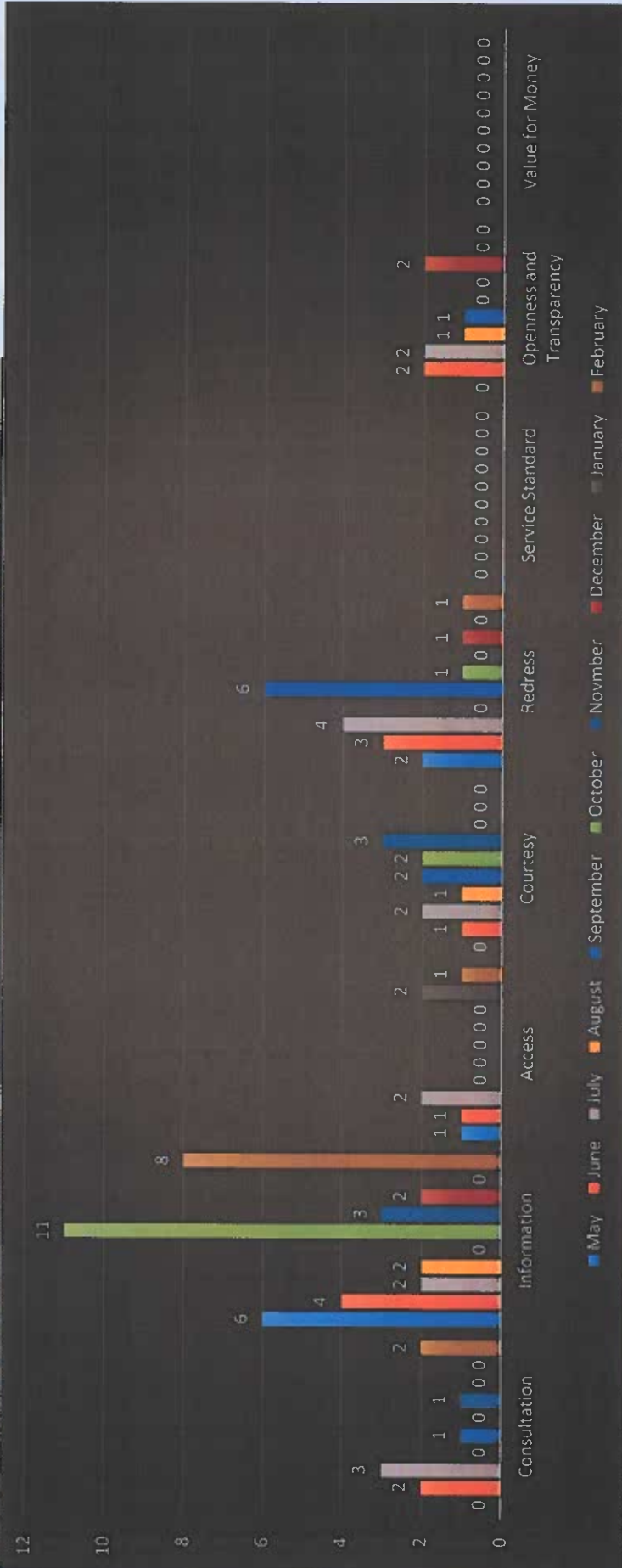
**SUMMARY ON THE IMPROVEMENT OF BATHO PELE (SERVICE QUALITY) STANDARDS**

**PREREQUISITES**

A. The analyzed Batho Pele standards based on complaints/ other performance measures

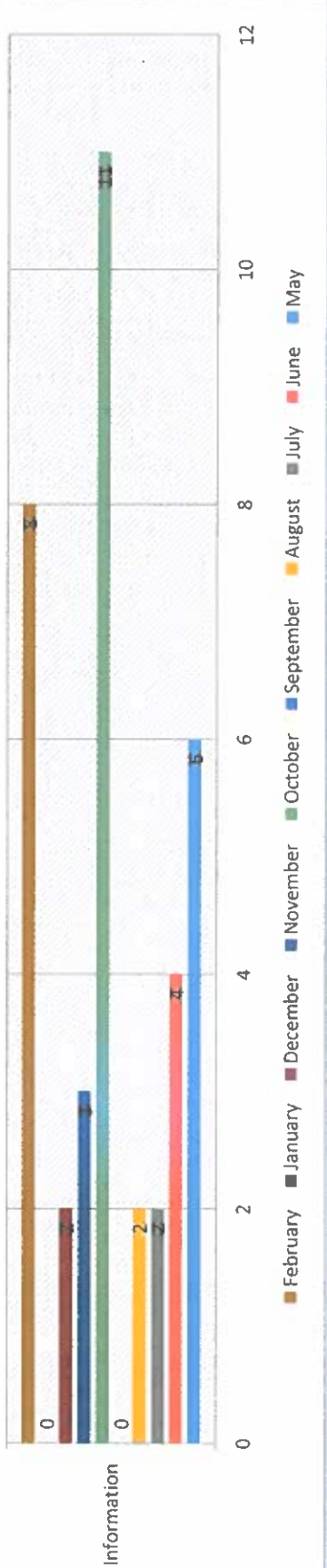
*AIM: Identify the status of the quality of services*

**Social Media Enquiries Trend Analysis: May 2021 – February 2022 on Enterprise Support and Development Service**



Source: DESTEA Facebook

### Breakdown on Information Related Queries



**B. Attachment link to the problem analysis conducted**

*AIM: to identify the weaknesses on the quality of services provided with a department/ institution*

The September 2021 study by the CUT-UFS on the Socio-Economic Impact of the DESTEA Programmes/Projects identified the following complaints by enterprises:

- Financial Support:**
- i. There is, according to 80% of the respondents, no communication process (two-way) to log a complaint about the amount of money received.
  - ii. Money takes some weeks/months according to 75% of respondents, to be paid out after the approval/winning a competition process.
- Non-Financial Support**
- i. No follow-up communication to understand why the equipment did not fit the needs of what the entrepreneurs requested.

The Social Media Monitoring done by the Communication Directorate and the Departmental Survey on Brand and Reputation conducted by the Economic Research Directorate identified INFORMATION as an area of challenge. 112The graph provided on page 7, identifies challenges per service area with the Enterprise Support recording the highest numbers. The graphs on pp. 9 and 10 further unpacks the identified area of challenge and identifies the INFORMATION as the problematic area. The 2021 study by the DESTEA Economic Research Directorate further demonstrates that INFORMATION as the main area of concern. See the table in p. 11 on Access to Information.

Main points identified by people we around:

1. Lack of Information
2. Conflicting information on requirements
3. Short Notice (Closing date too soon)

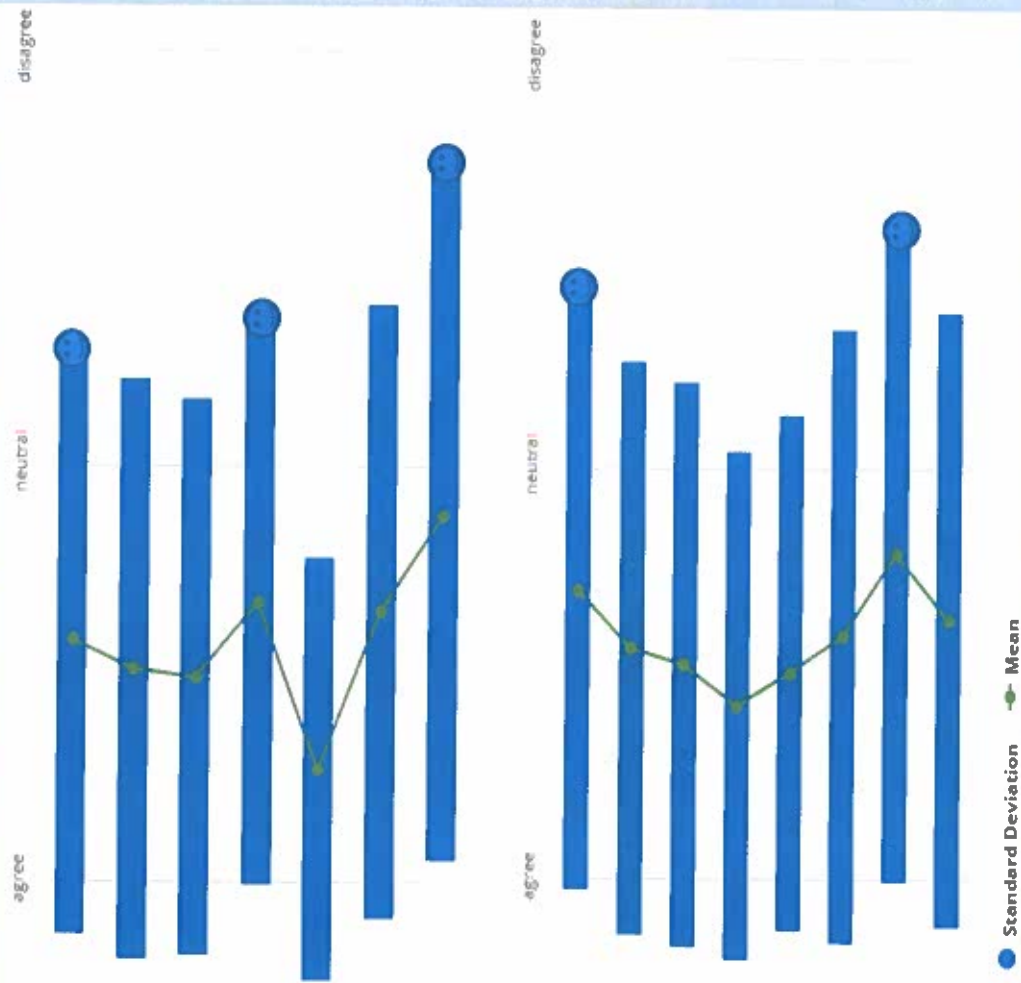
With this situation and the small allocation (R18m for 2021/22) that has proven to be insufficient to meet the ever-growing demands by enterprises in the province, the DESTEA has identified:

- i. Improve partnership with other Strategic Stakeholders like the dtic, the Department of Small Business Development together with their funding agencies.
- ii. Heighten the capacitation of its Trade Advisors and that of business to understand do and don'ts in accessing funds from the above, that's addressing the problem of INFORMATION.

## ANNEXURE A: DESTEA SDIP




### Access to Information

- 2.1.1. DESTEA provide sufficient information on its website relating to products/ services
- 2.1.2. DESTEA provides sufficient information on its products and/ or services on Radio/ Television/ Newspapers/ Social media platforms.
- 2.1.3. DESTEA provides information on its products and/ or services that are clear and understandable on Radio/ Television/ Newspapers/ Social media platforms
- 2.1.4. When I visited the Head Office in Bloemfontein the staff were knowledgeable, professional and helpful
- 2.1.5. When I visited the Head Office in Bloemfontein, DESTEA official (s) observed Covid-19 regulations. Eg. Wearing masks, social distancing and availability of sanitizers.
- 2.1.6. In terms of location, DESTEA's head offices and satellite offices in different regions are easy accessible to the community and to people with disabilities
- 2.1.7. When queries were made at DESTEA, I received feedback in a timely manner.
- 2.2.1. When I visited the Department regarding funding opportunities, ...
- 2.2.2. When I visited the Department to access their services, the official (s) assisted me/
- 2.2.3. DESTEA's officials were professional and helpful
- 2.2.4. The products/ services offered by DESTEA addresses the needs of the Youth/ Women and People living with disability.
- 2.2.5. The products/ services offered by DESTEA addresses the needs of people with disabilities
- 2.2.6. The official(s) from DESTEA's Head Office are very helpful with updated information.
- 2.2.7. The official(s) from DESTEA's Satellite Offices in my region are very helpful with updated information.
- 2.2.8. DESTEA as a department has a positive image or brand in my immediate community.



Source: DESTEA Economic Research Survey 2021: Departmental Brand and Reputation

**ANNEXURE A: DESTEA SDIP**

C. The identified interventions							
AIM: identify quality of service delivery improvement interventions							
NUMBER OF SDI SERVICES (BASED ON DEPARTMENT'S RESOURCE CAPABILITY & COMPETENCIES)	KEY INDICATORS (KPI)	PERFORMANCE	DEPARTMENT SPECIFIC SET STANDARD	BASELINE: YEAR 0	OVERALL TARGET	SDIP CYCLE	PORTFOLIO OF EVIDENCE
Enterprise Support and Development	Develop the Enterprise Development	Develop the Policy on the Support and	Publish and disseminate Information to Stakeholders	1	2 Reviews: (1 +1)		Approved Policy
	 EDS POLICY/DESTEA REV 2022 FIN.pdf						
	Develop the Enterprise Development	Develop the SOP on the Support and	Inform citizens about the processes	0	2 Reviews: (1 +1)		Approved SOP
	 Signed Copy of the SOP On Developer						
	Develop the Enterprise Development.	Develop the BPM on the Support and	Display the BPM (to inform citizens on key processes, timelines and responsibility)	0	2 Reviews: (1 +1)		Approved BPM
	 DESTEA SDIP 2022-2024 BPM.pdf						

**ANNEXURE A: DESTEA SDIP**

**SUMMARY OF THE BATHO PELE STANDARDS**

**D. Populated table below**

Departments shall identify the applicable indicators as outlined in the guidelines in order for them to improve on the quality of services they provide.


BATHO PELE PRINCIPLES & SET STANDARDS	KEY PERFORMANCE INDICATORS (KPI)	SET STANDARDS	BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP TARGET	CYCLE	PORTFOLIO OF EVIDENCE
1) PROFESSIONAL STANDARDS - PUBLIC SERVANTS:	Conduct workshops on Code of Conduct at DESTEA Service Points.	Treat public with dignity and respect at all times.	8 workshops conducted	10 Workshops Conducted: (5 + 5)	Attendance Register Presentation		
2) WORKING ENVIRONMENT STANDARDS:	Conduct Occupational Health and Safety Inspections.	Hazard free working environment	20 OHS Inspections Conducted	38 OHS Inspections Conducted: (19 + 19)	OHS Reports		
3) ACCESS STANDARDS:	100% disability friendly facilities	Equal access to departmental services	1 Report	10 Reports: (5 + 5)	10 Accessibility Reports		
4) INFORMATION STANDARDS:	Improved Access Rate to DESTEA Services through the use of Thusong Service Centres	75% of citizens within the 80km radius	0 Help Desks at Thusong Service Centres	Help Desks at Thusong Service Centres set-up: (60 + 60)	Approved Schedule of Visitations by Service Centres and Head Office. Registers		
5) REDRESS STANDARDS:	Number of media activations implemented.	Provide citizens with timely and updated information on continuous basis.	16 media activations implemented	Implement media activations for all services/activity	Media Plan Close-Out Report		
6) CONSULTATION STANDARDS:	Address all complaints within 28 days.	Handle 100% of complaints lodged.	80% of complaints resolved within 28 days	100% of complaints resolved within 28 days	Complaints Reports		
7) OPENNESS & TRANSPARENCY STANDARDS:	Number of capacity building sessions held (Non-Financial Support)	Conduct 2 information sessions in each District on service to be provided within the financial year.	6 Sessions	10 + 15: 25 Sessions	Register Report		
8) SERVICE STANDARDS	Display decision making process.	Citizens to be informed of usage of public funds	0 Published outcomes	All outcomes published	Report		
	100% adherence to turnaround time of 3 months	Citizens to be informed about the turnaround time	80% compliance	100% compliance	Report		
9) VALUE FOR MONEY	Percentage of previous year supported SMMEs sustainable after 12 months	Improved Levels of satisfaction	1 survey	2 Surveys conducted: (1 + 1)	Survey Reports		

**ANNEXURE A: DESTEA SDIP**

**3. CHANGE MANAGEMENT PLAN**

KEY INDICATORS (KPI)	PERFORMANCE	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
<b>IDENTIFIED STAKEHOLDER CONSULTATION:</b>	Number of pre-launch workshops done with responsible officials.	4 Capacity Building workshops done	80% pre-launch workshops conducted	Register Report
	Number of information sessions held stakeholders (non-financial support).	Conduct 2 information sessions in each District on service to be provided within the financial year.	10 + 15: 25 Sessions	Register Report
<b>COMMUNICATION MEASURES REQUIRED:</b>	Issue Corporate Communicate to creation of internal awareness on planned services.	0 Awareness	80%	
	Number of media activations implemented.	Provide citizens with timely and updated information on continuous basis.	16 media activations implemented	Media Plan Close-Out Report
<b>INTERVENTIONS REQUIRED INTERNALLY:</b>	Directive by the HOD on concept documents to include stakeholder intervention and communication plan.	n/a	2 Directives: (1 + 1)	Directive
<b>INTERVENTIONS REQUIRED EXTERNALLY:</b>	n/a	n/a	n/a	n/a

**4. MONITORING, REPORTING AND EVALUATION PLANS**

<b>MONITORING PLAN:</b>	This will be in line with the Departmental Monitoring, Planning, Reporting and Service Delivery Improvement Policy, 2022.			
<b>REPORTING PLAN:</b>	 Departmental Monitoring Plannir			
<b>EVALUATION PLAN:</b>	This will be in line with the Departmental Monitoring, Planning, Reporting and Service Delivery Improvement Policy, 2022.			
<b>IMPACT ASSESSMENT MEASURES</b>				
<b>KEY INDICATORS (KPI)</b>	<b>PERFORMANCE</b>	<b>BASELINE: YEAR 0</b>	<b>OVERALL SDIP CYCLE TARGET</b>	<b>PORTFOLIO OF EVIDENCE</b>
	Number of satisfaction survey conducted	1 survey	1 + 1: 2 Surveys conducted	Survey Reports
<b>SATISFACTION MEASURES:</b>				
<b>ECONOMY MEASURES:</b>	Percentage of previous year supported SMMEs sustainable after 12 months	75%	75%	Reports

**ANNEXURE A: DESTEA SDIP**

<b>EFFICIENCY MEASURES:</b>	100% adherence to turnaround time of 3 months	80% compliance	100% compliance	Report
<b>EFFECTIVENESS MEASURES:</b>	Handling of complaints with 28 days	80% of complaints resolved within 28 days	100% of complaints resolved within 28 days	Complaints Reports