



**destea**

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

# SERVICE DELIVERY MODEL

2022 - 2023

GENERAL MANDATE	SPECIFIC MANDATE	STRATEGIC OUTCOMES	SERVICES	SERVICE BENEFICIARIES	CURRENT MODE OF DELIVERY	ANALYSIS	AGREED SDM
<b>OFFICE OF THE MEC</b>							
<b>National Environmental Management Act 107 of 1998</b>	Section 43, Chapter 9 National Appeal Regulations, 2014	Effective bio-diversity management	Handle Environment Impact Assessment (EIAs) and Authorization Appeals.	Environmental Assessment Practitioners, Developers, Public	<b>Service is provided from the Head Office by Office of the MEC.</b> Appellant must within 20 days of a decline complete Appeal Questionnaire which is done manually. Is also expected provided other related documentation like statement outlining the grounds of appeal, plus documentation which is referred to in the appeal submission.	For appellants residing far from Head Office, they are forced to travel to Head Office to submit all supporting documentation which can be very big. Whilst there are other means like postal, email, faxes and couriers services, they are not 100% reliable. ICT processes can include electronic submission of Appeal Questionnaire and to courier other documentation.	<b>Keep the current mode of delivery which include the use of registered mail and email for citizens living in outer and far areas.</b>
<b>Public Service Regulations, 2016</b>	<b>Clause 8 of Resolution 1 of 2003</b>	Ethical, capable and professional workforce	Handle Labour Relations Appeals.	DESTEA Officials	<b>Service is provided from the Head Office by Office of the MEC.</b> Appellant must within 5 days after receiving the final outcome of the hearing, submit their appeal form to the Executive Authority. The form can be hand delivered, posted and emailed to the MEC	Some employees residing outside the Head Office, may not have access to tools to submit their appeals to the MEC within stipulated time frames. Risk not exercising their right to appeal any adverse outcome. Labour Relations to ensure employees are duly advised of this and those stationed outside Head Office, are provided	<b>Continue with the current mode of service delivery with HR providing support to officials stationed outside Head Office.</b>

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National Environmental Management Act 107 of 1998	Section 24(5) and 44 of NEMIA	Sustainable Job Creation	Processing of EIAs and Waste Management Licenses.	Developers Public	Service provided from Head Office by Environmental Management Directorate.	The applicants must submit documents in hard copy at DESTEA. These are large documents and require secure and sufficient storage facility, which the Department does not have.	Use current mode of service delivery with usage of electronic filing of documents.
	To regulate the procedure and criteria relating to the preparation, evaluation, submission, processing and consideration of, and decision on applications for environmental authorisations for commencement of activities subjected to EIAs.	To ensure appropriate and timely selection and recruitment processes, administering of conditions of service and monitoring adherence to relevant HR prescripts			Applications forms are available online or can be accessed from the Department. Completed forms together with proof of payment must be submitted before it is assigned to a Case Officer to process.	Need to electronically file documents.	
					Only hard copies must be submitted for consideration which poses a serious storage challenge.	The service is monitored electronically by NEAS which only provide status report on the process.	
					Approved EIAs and/or WML are emailed and originals posted or are collected in person.	Approved Environmental Authorizations are e-mailed and originals posted or collected.	
<b>ENVIRONMENTAL AFFAIRS</b>							
					or his/her Office Manager.	with support to submit their appeal forms.	

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Nature Conservation Ordinance no 8 of 1969	The Ordinance as specified by the relevant sections	Ensure overall compliance	Issuing of Permits	General Public	<b>Service provided from Head Office by Biodiversity and Conservation Directorate.</b>  Prospective applicants to register online on e-permit system.  Thereafter can submit their applications electronically with related documents including proof of payment.  Applications is assigned to EMLs to investigate and make recommendations.  The application is then escalated to the Director for approval/decline.  On approval, permit is then issued electronically.	The e-permit system provides applicants with reference and ability to track their applications.  Hundreds of applications are received on monthly basis and which places huge burden on officials to do physical verification.  Risk of illicit activity with insufficient oversight.  Increase spot-checks.	Continue with the current mode of service delivery with increased spot-checks.
National environmental: Biodiversity Act no 10 of 2004	The Entire Act and the Regulations thereto				<b>Service provided from Head Office by Biodiversity and Conservation Directorate.</b> Complaint or report is	The Directorate is expected to cover the entire province with limited resources: Human	Continue with the current mode of service delivery with consideration of deployment of
			Compliance enforcement of green issues	Organs of State (NPA, SAPS, Municipalities etc.)			

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National Environmental Management Act 107 of 1998	Section 31 D of NEMA To carry out the function of the Environmental Management Inspector (EMI) by enforcing compliance with national environmental impact and pollution legislation and authorizations issued under such legislation.	Ensure overall compliance	Compliance Enforcement of brown issues	Organs of State (NPA, SAPS, DWS, Municipalities etc.) Internal Components Public	Service provided from Head Office By Compliance and Law enforcement Sub Directorate. Sub directorate receives complaints from members of the public, organs of state and through proactive actions. Investigations on reported matter are made. Signed Directive and Compliance notices are hand delivered by DESTEA to relevant individuals or entity and where required, a penalty is issued	and tools of trade like cars. The improved compliance enforcement has positive bearing on the fauna and flora. Failure to improve compliance and enforcement processes pose an increased threat of illicit trading. Need to use technological devices to increase surveillance. The Directorate covers the entire province with limited resources: Human and tools of trade like cars. The improved compliance enforcement has positive bearing on the fauna and flora. Failure to beef up compliance enforcement can lead to an increased violations of environmental laws. Increase partnership with municipalities to help create awareness.	Continue with current mode of service delivery in partnership with municipalities to create awareness.

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					Interviews, Mediation of consumer disputes, Prosecution of cases before the Consumer Affairs Court and Number of pro-active inspection conducted.	<p>purposes. Inability to access businesses for inspection that might increase unfair businesses practices.</p> <p>Lack of resources</p> <p><b>Risks:</b> Non-consumer related cases registered / reported on e-complaint system which causes unnecessary load.</p> <p>Insufficient staff.</p> <p>Make use of Service Centres to increase the reach.</p>	
<b>TOURISM</b>							
<p><i>Tourism Act, 2014. Act No. 3</i></p> <p>Provincial Tourism Sector Strategy (2020-2030)</p>	<p>Chapter 6</p> <p>Tourism Act 2014</p>	<p>Increased tourism market share</p>	<p>Registration of Tourism Enterprises:</p> <ul style="list-style-type: none"> <li>• Tourist Guides</li> </ul>	<p>Municipalities, Tourism Enterprises and Communities</p>	<p><b>Service provided from Head Office by the Tourism Development and Support Directorate.</b></p> <p>Tourist Guides apply through the office of the Provincial Registrar for registration. The Registrar verifies information where</p>	<p>Tourist Guides submit application forms with relevant documentation attached to the Office of the Registrar in person for further handling</p> <p>On renewal of registration scanned application will be accepted</p> <p>Submission of applications may be processed at Service Centres and municipalities</p>	<p>Use current mode of service delivery, with use of service centres and municipalities to reduce travelling</p>

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Tourism Act 2014  NTSS  Provincial Tourism Sector Strategy (2020- 2030)	Enterprise Development and finance	Increased Tourism Market Share	Support SMMES with Access to funding	Tourism SMMES	after he issues registration letters.  The details of the tourist guide is then populated in the Provincial Tourist Guide Database for dissemination to stakeholders	Funding can assist in Business expansion and improved service provision and profitability  Lack of funding results in Tourism enterprises end up falling in sustaining their enterprises  Need for dedicated Tourism Funding aimed at boosting the sector.  ICT - Expedite the process of online applications to improve objectivity	Use current mode of service delivery with consideration of the creation of online application process for the Tourism entrepreneurs.
<b>ADMINISTRATION</b>							
Public Finance Management Act NO. 1 OF	PFMA SCM Treasury Regulations	Functional and integrated organization	Procurement of goods and service	DESTEA Units Public	<b>Service is provided from Head Office</b>	The process can be burdensome considering the paper work and calls	Use the current mode with introduction of automation of

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1999 as amended	Preferential Procurement Regulations	Improved Economic Growth	Support and Development of SMMEs	SMMEs	<p><b>and is done manually.</b></p> <p>Completed Requisition Form with supporting documents are submitted to SCM. For items to the value of less than R1 million, SCM will invite suppliers to submit quotations and/or bids. Those over R1 million, will go through tender.</p> <p>Once supplier has been identified, End users capture items on logis and submit documents to SCM to generate order number, which is given to the supplier to provide goods and/or services.</p> <p><b>Service is provided from Head Office.</b></p> <p>SCM develops a list of most procured items in the department and ensures that 75% in value, is procured from the SMMEs with</p>	<p>that must be made to suppliers.</p> <p>Since the process is reliant on Procurement Officials calling suppliers, an element of biasness may arise as a result of enlisting services of some suppliers often.</p> <p><b>Need to automate this process</b> from submission of requests to invitation to suppliers to submit quotations.</p>	<p>procurement process in the end.</p> <p>Use the current mode with usage of departmental website to increase the reach to more SMMEs.</p>



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Public Finance Management Act NO. 1 OF 1999 as amended	Section 38(1)(f) and 76(4)(b) of PFMA Treasury Regulations Chapter 8 Cost Containment Measures Departmental S&T Policy	Improved Governance Improved Governance	Processing S&T and KM claims	IDESTEAs officials: -SMS & MMS who have structured for travel allowance, Other officials approved to utilize private vehicles	Youth, Women and Persons Living with Disability identified as priority groups. Sourcing follows departmental procurement processes.  <b>Service is provided from Head Office.</b> Applicants submit approved claim forms with all supporting documents, and Financial Accounting will process the claims.	Processing the claims from H/O improves compliance. For areas outside the H/O, this may result in incurring costs when submitting claim forms. Though automation would be ideal, this would require Treasury to introduce this.	Use current service delivery mode.
	Departmental S&T Policy Departmental SOP on Kilometre Claims Departmental Policy on Overtime		Process overtime payments via Persal system	<u>Internal</u> DESTEA officials	Provided centrally at Head Office and is done manually. Applicants submit approved claim forms with all supporting documents, and Financial Accounting will process the claim.	Processing the claims from H/O improves compliance. For areas outside the H/O, this may result in incurring costs when claims in submitting claims. Though automation would be ideal, this would require Treasury to introduce this.	Use current service delivery mode

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Public Finance Management Act NO. 1 OF 1999 as amended	Public Finance Management Act. NO. 1 OF 1999 as amended Section38(1)(f) and 76(4)(b)  Treasury Regulations Chapter 8  Cost Containment Measures	Improved Governance	Provision of Transport Service (GG and subsidized)	DESTEA officials	<b>Service provided from Head Office by Fleet Management</b>  The service is controlled from head office with the Service Centres assigning Admin. Officers the role of Transport Officer.  Signed trip authority forms are manually submitted and the Transport Section will provide Trip Authority	The current process has enabled Trip Authority to be issued from other places than H/O.  Department has a small pool of GG cars which is not enough to meet the demand.  Bad driving and delay in handing in cars compound the situation.  Need for Directorates to consider using scheme B to reduce reliance on GG.	Use current service delivery mode with use of scheme B to ease reliance on GG.

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Public Service Regulations, 2016	Section 65-of Chapter 4, Part 4 of the Public Service Regulations, 2016	Ethical, capable and professional workforce	Recruitment and Selection	DESTEA Employees  Public	<p>based on availability of cars.</p> <p>Shuttle service is also offered for officials traveling locally or for the bigger groups.</p> <p><b>Service provided from Head Office by Human Resources Management Directorate.</b></p> <p>In line with critical mandate, the Executive Authority/Accounting Officer may determine critical posts to be filled.</p> <p>Submission to obtain approval to fill the posts by the Executive Authority/Accounting Officer</p> <p>Selection process will follow until appointment is made.</p>	<p>Applications must be hand delivered or send through posts. This can be costly and time consuming (posting).</p> <p>The application forms take a lot of space and there's a risk of losing copies or attachments to the applications.</p> <p>Need to consider using emails or even going the route of on-line application.</p> <p>For emails, there always be a limit for a size (MB) of documents that can be received.</p>	Use the current mode of delivery with consideration of using ICT tools like emails or e-recruitment system.

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Public Service Regulations, 2016	Section 74(2)-of Chapter 4, Part 6 Public services Regulations, 2016	To ensure the development of competent workforce.	Provide training and capacity building.	DESTEA Employees	<p><b>Service provided from Head Office</b></p> <p><b>Service provided from Head Office by Human Resources Development Sub-Directorate.</b></p> <p>Issue Circular to all managers to submit their Training needs.</p> <p>Skills Development Committee reprioritize the training needs.</p> <p>Work Skills Plan is developed for HOD's approval after presentation to the Executive Management Committee.</p> <p>Implementation through use of accredited service providers.</p>	<p>The training budget at 1% of the COE is very limited to meet the training needs of all employees.</p> <p>Limited number of accredited private service providers.</p> <p>Employees often fail to submit further documents like POE which result in most of them not declared competent in a particular skill.</p> <p>Need to increase the levy from 1% to 1.5% of the COE use NSG</p>	<p>Use the current mode of service delivery with increased allocation and use of the National School of Government (NSG), Free State Training and Development Institution (FSTDI), and Private.</p>

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<b>Public Service Regulations, 2016</b>	Disciplinary Code and Procedures for the Public Service (PSCBC Resolution 1 of 2003)	<b>Ethical, capable and professional workforce</b>	Handling of labour relations matters	DESTEA Employees	<b>Service provided from Head Office by Labour Relations Sub-Directorate.</b> Receive referral from either a Supervisor (Manager) or an employee. Investigate the matter. Compile a report with recommendations:	Non-cooperation by potential witnesses (for fear of reprisal or victimization by employees). Non-availability of Presiding Officers which often results in cases being prolonged beyond 90 days.	<b>Use current mode of service delivery with introduction of virtual platforms to conduct hearings.</b>
				Unemployed Student and Graduates Interns	<b>Service provided from Head Office</b> <b>Service provided from Head Office by Human Resources Development Sub-Directorate.</b> Units submit request for interns services. Department engages with FSTDIs for identification of candidates. Submission is made to the HOD for approval. Contract is entered into with the Identified students.	Failure to ensure there is no repetition of internship opportunities (recycling same individuals from one Department to another). The programme provides opportunity for employability of students. Termination in quest of opportunities may result in students leaving the programme.	<b>Use the current mode of service delivery.</b>

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	Rules for dealing with the grievance Procedure of the SMS members				<ul style="list-style-type: none"> <li>To institute disciplinary charges/close the matter.</li> <li>Resolve the grievance or escalate it.</li> </ul>	<p>Postponements of disciplinary hearings due to various reasons</p> <p>COVID-19 Protocols</p> <p>Conduct disciplinary hearing virtually</p>	
<b>Public Service Regulations, 2016</b>	Sections 53-55-of Chapter 4, Part 3 of the Public Service Regulations, 2016	<b>Functional and integrated organization</b>	Implementation of <ul style="list-style-type: none"> <li>HIV/AIDS Management</li> <li>Health and Productivity Management</li> <li>Wellness Management and</li> <li>SHERQ Management</li> </ul>	All DESTEA employees and their dependents	<b>Service provided from Head Office by Employee Health and Wellness Programme Sub-Directorate.</b>  Individual employees or the supervisor on behalf of an employee, may request for EHWP services.  Assess the nature of request and make appropriate interventions which may include using outside professional services.	<p>With significant number of employees working in protected areas, it's not easy to respond to them on time.</p> <p>The appointment of peer educators serves as a buffer in the absence of officials from head office.</p> <p>Owing to number of cases, no sufficient aftercare can be provided owing to limited staff.</p> <p>Need to consider having departmental hotline operating from 07:30 – 16:00 which can be accessed freely.</p>	Use current mode of service delivery with consideration of introducing a departmental hotline to increase reach.
<b>Communication Strategy</b>	Events management Policy  Media Policy	<b>Improved public participation and stakeholder</b>	Media liaison	Media  Line functions	<b>Service provided from Head Office by Communications Directorate.</b>  Requests by the Directorates or an	Media houses operate on strict deadlines and often delays in providing inputs would mean the opportunity for the Department to rebut	<b>Continue with current mode of service delivery with improved response rate by</b>

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	CI Manual			All employees  Public	Enquiry by a Media House is received by Communications.  Consultation and/or engagement is done with a relevant Unit/Directorate.  Media Advisory is issued and where is necessary, the contacts of an official to be interviewed will be provided.	whatever is publicised is hampered.  This can have an unintended consequence on the image of the Department.	Directores / Units.
			Events Management	Line Functions  Public	A request with Approved Concept Document is submitted to Communications.  Engagements with relevant Unit / Directorate are initiated and an Event Plan is developed.  Speaking notes for the MEC and/or the HOD are provided and the Communications craft the statement for the MEC and/or the HOD.	Lack of adherence to the SOP on Events Management which amongst other requires approved Concept Document.  Further challenge is around short announcement which may compromise the quality of service.  Calendar of Events is developed to ensure proper planning. With postponement of events, department risk negative impact on its relationship with the media.	Continue with current mode of service delivery with adherence to Events Management SOP taking into consideration the impact of the COVID-19 and health protocols as per regulations of the Disaster Management Act.

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Public Service Regulation, 2016	Chapter 6 (of Public Service Regulations)  Corporate Governance of ICT Framework and Charter	Functional and integrated organization	Modernization of business processes through e-Government	DESTEA Employees & Public	Service provided from Head Office or SITA	Most of the business processes are currently manual and there is no integration between existing systems. To address this challenge the department has identified all processes that need to be automated and are in the ICT strategy.  Funding of ICT projects is still a huge challenge and until this has been addressed delays in implementation of digital transformation will persist.	Current mode of delivery to automated/modernized most processes for an integrated department (disintegrated manual processes)
			Provision of network connectivity at all service points	DESTEA Employees & Public	Service provided from Head Office and Service Centre using Wi-Fi routers	The departmental remote offices have no connectivity. This has a negative impact on service delivery, as it slows down productivity, high cost of delivering services and affects revenue collection.	Current mode of delivery: 100% connected department (3 service centers are connected with Wi-Fi routers)



Dr. Mbulenk Nokwequ

HOD: DESTEA



DATE:

