Western Cape Government

Department of Economic Development and Tourism

Service Delivery Improvement Plan

2025/26 – 2029/30

WE CARE WE BELONG WE SERVE

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ACRONYMS AND ABBREVIATIONS

APP	Annual Performance Plan
BPIAN	Batho Pele Impact Assessment Network
BSHS	Business Support Helpline Service
CFO	Chief Financial Officer
CSC	Corporate Services Centre
DDG	Deputy Director-General
DEDAT	Department of Economic Development and Tourism
DPSA	Department of Public Service and Administration
G4J	Growth for Jobs
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
PSP	Provincial Strategic Plan
RTRU	Red Tape Reduction Unit
SDIP	Service Delivery Improvement Plan
SMME	Small Medium and Macro Enterprises
SOP	Standard Operating Procedure
WCG	Western Cape Government

Official sign-off

It is hereby certified that this Service Delivery Improvement Plan:

- Was developed by the management of the Department of Economic Development and Tourism under the guidance of the Executive Authority, Dr Ivan Meyer.
- Was prepared in line with the current Strategic Plan (2025-2030) and the Annual Performance Plan (2025/26) of the Department of Economic Development and Tourism.
- Is compiled with the latest available information from departmental business units.

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Date: 25/03/2025

PART 1:
SUMMARY OF THE SDIP: KEY SERVICE

PREREQUISITES
A. Attach/Send a link of the Departmental Strategic plan, Service Delivery Model, Set Norms & Standards and the Service Standards for all services offered by the Department ***AIM: Identify service offerings of the departments which outlines the quality and quantity of the department*** https://www.westerncape.gov.za/edat/our-publications
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 SDI Directive and Template as POE)** ***AIM: to identify service delivery weaknesses within your department or agencies or public entities providing services on behalf of the department*** Based on engagements and workshops with businesses in the non-metro areas, it became evident that many citizens are not aware of the Business Support Helpline Service. The Department has not done any paid-for social media to extend the reach due to a lack of budget in previous years. This meant that the helpline social media did not reach the scale that the Department would have liked it to.
2. Oversight Departments: **List SDI focus areas identified through synthesis of internal and external analysis of departmental service delivery** **(Attach the integrated results and other documents required in the SDI Directive and Template as POE)** ***AIM: to identify service delivery weaknesses within the department and across a Province/SOE/ Public Entities/sectors/clusters*** N/A
SUMMARY OF THE SDIP CRITICAL (KEY) SERVICE
C. Service delivery improvement interventions *(See next page)*

ANNEXURE A: SDIP

NUMBER OF SDI KEY SERVICES *(Should be based on the department's resource capability & competencies)*	**KEY PERFORMANCE INDICATORS (KPI)** *(Problem statement indicators)*	**DEPARTMENT SPECIFIC SET STANDARD** *(Set measurable performance standard/s with indicators that will lead to a realized acceptable improvement level/s)*	**BASELINE: YEAR 0** *(Capture the current level/ extent of the problem reflected in your problem identification matrix)*	**OVERALL SDIP CYCLE TARGET** *(Outline the desired target of 5 years which should be aimed towards column 4 based on the problem and process analysis conducted)*					**PORTFOLIO OF EVINDENCE** *(Provide names of documents used to populate this template & relevant page numbers)*
				Year 1 2025/26	**Year 2** 2026/27	**Year 3** 2027/28	**Year 4** 2028/29	**Year 5** 2029/30	
KEY SERVICE **Red Tape Reduction: Business Support Helpline Service** Improvement of the Communication process to scale the reach of awareness interventions for the Business Support Helpline Service (BSHS) in non-metro areas	Number of citizens (businesses) reached in non-metro areas on the Business Support Helpline Service per annum *Note: Citizens who may potentially want to start a business, as well as businesses in the region. It will target all.*	200 citizens (businesses reached) and made aware of the BSHS in non-metro areas per annum	200 businesses currently receive awareness in non-metro areas on accessing the service	220	250	270	300	330	- Attendance registers of events. - Social Media reports and analytics showing impact and engagement. - Website analytics of citizens engaging RTR Helpline information.

PART 2:
SUMMARY ON THE IMPROVEMENT OF BATHO PELE (SERVICE QUALITY) STANDARDS

PREREQUISITES
A. Attachment/link to the analyzed Batho Pele standards based on complaints/ other performance measures *AIM: Identify the status of the quality of services* ***See supporting document***
B. Attachment/link to the problem analysis conducted *AIM: to identify the weaknesses on the quality of services provided with a department/ institution* ***See supporting document***
C. Attachment/link to the identified interventions *AIM: identify quality of service delivery improvement interventions* ***See supporting document***
SUMMARY OF THE BATHO PELE STANDARDS
D. Applicable indicators to improve on the quality of services *(See next page)*

ANNEXURE A: SDIP

BATHO PELE PRINCIPLES & SET STANDARDS	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE
				Year 1 2025/26	**Year 2** 2026/27	**Year 3** 2027/28	**Year 4** 2028/29	**Year 5** 2029/30	
1) **PROFESSIONAL STANDARDS - PUBLIC SERVANTS:**	% of Induction/orientation provided to newly appointed officials per annum	100% Induction/orientation of all newly appointed officials per annum	100% Induction/Orientation provided to newly appointed officials	75%	80%	85%	90%	100%	Training/induction database for review period
2) **WORKING ENVIRONMENT STANDARDS:**	Number of Occupational Health and Safety (OHS) inspections conducted to ensure a safe working environment for officials at offices as per OHS regulations per annum	1 x OHS inspection at offices per annum conducted to ensure a safe working environment for officials at offices as per OHS standards per annum	1x OHS inspection conducted at premises per annum	1	1	1	1	1	Internal OHS reports
	% OHS Officials appointed on DEDAT premises as per OHS regulations	100% of OHS Officials appointed on DEDAT premises as per OHS regulations	80% of OHS Officials appointed on DEDAT premises as per OHS regulations	100%	100%	100%	100%	100%	OHS appointment letters Training database

	% of officials (where applicable) equipped to perform their duties in a hybrid way of working per annum	80 % of officials (where applicable) equipped to perform their duties in a hybrid way of working per annum	75% officials (where applicable) equipped to perform their duties in a hybrid way of working per annum	75%	80%	85%	90%	95%	HOD instruction and approval on working arrangements
3) ACCESS STANDARDS:	% Access to DEDAT premises during operating hours and premises are equipped for people with disabilities	100% access to DEDAT buildings and premises daily during operating hours and premises are equipped for people with disabilities	100% access to DEDAT buildings and premises daily during operating hours and premises are equipped for people with disabilities	100%	100%	100%	100%	100%	Service Charter
	% Visible wayfinding and signage boards are installed and visible in the DEDAT building, legible and written in 3 official languages of the Province	100% Visible wayfinding and signage boards are installed in the building, legible and written in 3 official languages of the Province	100%	100%	100%	100%	100%	100%	Wayfinding signage in the departmental building
4) INFORMATION STANDARDS:	Number of Information sources available to citizens per annum	5 Information sources accessible to citizens per annum: • Departmental Strategic Plan • Annual Performance Plan (available in the 3 official languages of the Province) • Annual Report (available in the 3 official languages of the Province) • Citizen's Report • PAIA manual (available in the 3 official languages of the Province)	5	5	5	5	5	5	• Departmental Strategic Plan • Annual Performance Plan (available in the 3 official languages of the Province) • Annual Report (available in the 3 official languages of the Province) • Citizen's Report • PAIA manual (available in the 3 official languages of the Province) Above documents are available on the departmental website:

									https://www.westerncape.gov.za/edat
	Number of departmental websites maintained	1 Maintained Departmental website	1 Maintained Departmental website	1	1	1	1	1	Departmental website: https://www.westerncape.gov.za/edat
	Number of Business Support Helpline Services accessible via dedicated e-mail box and website	1 Business Support Helpline Service accessible via dedicated e-mail box and website	1 Business Support Helpline Service accessible via dedicated e-mail box and website	1	1	1	1	1	Accessible e-mail and website: redtape@westerncape.gov.za https://www.westerncape.gov.za/red-tape-reduction/
5) REDRESS STANDARDS:	% of Official Complaints/Queries acknowledged within 48 hours and resolved within 90 days *Note: This refers to only official written complaints regarding the BSHS, and not the dissatisfaction percentage in the surveys. Businesses rate dissatisfied because their queries are not resolved, and is not a reflection on how they were served.*	100% of official Complaints /Queries acknowledged within 48 hours and resolved within 90 days through: Red Tape Reduction Unit: Business Support Helpline Service via emails, website, referrals via WCG officials including the Minister's office for the RTRU	100%	100%	100%	100%	100%	100%	Case reports and e-mails noting official complaints where relevant
6) CONSULTATION STANDARDS:	Red Tape Reduction: Business Support Helpline Service:								
	Number of customer satisfaction surveys conducted for citizen-orientated services per annum	12 Satisfaction surveys per annum	12 Satisfaction surveys	12	12	12	12	12	Satisfaction survey reports
	Number of outreach reports with citizens conducted after	4 Outreach evaluation reports per annum	4 outreach evaluation reports	4	4	4	4	4	Outreach evaluation reports

	engagements per annum								
7) **OPENNESS & TRANSPARENCY STANDARDS:**	Number of information sources accessible to citizens per annum	4 Information resources available/accessible to citizens per annum: 5-Year Strategic Plan x1 Annual report x1 Annual Performance Plan x1 Citizens report x1	4 Information resources available/accessible to citizens per annum: 5-Year Strategic Plan x1 Annual report x1 Annual Performance Plan x1 Citizens report x1	4	4	4	4	4	5 Year Strategic Plan, Annual report, Annual Performance Plan and Citizens Report accessible on the departmental website
8) **SERVICE STANDARDS**	Number of departmental Service Delivery Charters per annum	1 Approved Departmental Service Delivery Charter displayed in departmental building per annum	1 Approved Departmental Service Delivery Charter displayed in departmental building per annum	1	1	1	1	1	Approved Service Delivery Charter
	Number of Service Standard Schedules per annum	Approved Service Standard Schedule on departmental website per annum	Approved Service Standard Schedule on departmental website per annum	1	1	1	1	1	Service Standards Schedule on departmental website
9) **VALUE FOR MONEY**	% of Business Support Helpline Service available to citizens at no cost per annum	100% of Business Support Helpline Service available to citizens at no cost per annum	100% of Business Support Helpline Service available to citizens at no cost per annum	100%	100%	100%	100%	100%	Case reports

PART 3:

CHANGE MANAGEMENT PLAN

3. CHANGE MANAGEMENT PLAN Business Support Helpline Service (BSHS)				
IDENTIFIED STAKEHOLDER CONSULTATIONS: *Conduct stakeholder analysis that will assist in bringing the desired change*	**STAKEHOLDER's NAMES** -Thusong Centre -Youth Cafes -Municipalities -WCG Departments -Citizens -Businesses	**STAKEHOLDER's INTERESTS** Act as a source of information to disseminate to citizens and businesses on the Business Support Helpline.	**METRICS (WEIGHTING & RELEVANCE)** No metrics available.	**EXPECTED BENEFIT/S** Scale information to citizens and businesses on the Business Support Helpline and how to access it.
COMMUNICATION MEASURES REQUIRED: *Develop an effective communication plan with identified stakeholders that will lead to the desired change*	**IDENTIFIED COMMUNICATIONS MEASURES** -social media -radio -outreach events (face-to-face platforms)	**FREQUENCY** Quarterly (4)	**MANNER OF COMMUNICATION** Digital and print.	**OBJECTIVES** Scale the reach of the helpline in non-metro areas.
INTERVENTIONS REQUIRED INTERNALLY: *Outline the interventions that will be affected inside the department to bring change*	**IDENTIFIED INTERNAL INTERVENTIONS** Memo to BSHS staff to alert them about scaling of communication efforts.	**SOLUTION REQUIREMENTS** Memo from HOD to all staff impacted by the Business Support Helpline and engaging citizens.	**REQUIRED RESOURCES** None – key administrator to action.	**ACTION PLAN** Red Tape Reduction Unit (RTRU) head to action the intervention along with the Deputy Director responsible. To be included in the operational plan of the RTRU.
INTERVENTIONS REQUIRED EXTERNALLY: *Outline the interventions that will be required with external stakeholders to bring the desired change*	**IDENTIFIED EXTERNAL INTERVENTIONS** Engage stakeholders to alert them to the communication mechanisms and improvements taking place by the Unit.	**SOLUTION REQUIREMENTS** Share social media, digital and print communication with stakeholders in non-metro areas in order to impact the scale and reach.	**RESOURCES REQUIRED** Dedicated budget.	**ACTION PLAN** To be included in the operational plan of the RTRU.

PART 4:

MONITORING, REPORTING AND EVALUTION PLANS

4. MONITORING, REPORTING AND EVALUTION PLANS								
MONITORING PLAN:	• Implementation of the SDIP will be monitored through quarterly and annual reporting. • Consolidated monitoring reports will be compiled for presentation and discussion at Management meetings to ensure that areas of intervention are identified and are addressed. • Progress Report and Assessment tool to be submitted to DPSA annually.							
REPORTING PLAN:	• Quarterly reporting by service managers for submission to BPIAN. • The reports provide information on the quarterly performance against set targets, reasons for deviation where targets were not achieved as well as plans/actions to ensure improved performance. • The Annual progress reports will be approved by the Branch Heads, HOD and MEC for submission via the Department of the Premier to be submitted to the Department of Public Service and Administration (DPSA) as required.							
EVALUATION PLAN:	**IMPACT ASSESSMENT MEASURES**							
	KEY PERFORMANCE INDICATORS (KPI)	**BASELINE: YEAR 0**	**OVERALL SDIP CYCLE TARGET**					**PORTFOLIO OF EVIDENCE**
			Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	
SATISFACTION MEASURES:	% satisfaction levels for the Business Support Helpline services per annum	75% Satisfaction level for all Business Support Helpline services	75%	85%	85%	85%	85%	Customer satisfaction Surveys
ECONOMY MEASURES:	% of Red Tape Reduction business support cases resolved at no cost to citizens	85% of Red Tape Reduction business support cases resolved	85% of Red Tape Reduction business support cases resolved	85% of Red Tape Reduction business support cases resolved	85% of Red Tape Reduction business support cases resolved	85% of Red Tape Reduction business support cases resolved	85% of Red Tape Reduction business support cases resolved	Business Support Helpline Service Case Management report / Electronic database
EFFICIENCY MEASURES:	% increase in reach of the BSHS in non-metro areas per annum	200 businesses currently receive awareness in non-metro areas on accessing the service	10% increase in reach of the helpline in non-metro areas per annum	10% increase in reach of the helpline in non-metro areas per annum	10% increase in reach of the helpline in non-metro areas per annum	10% increase in reach of the helpline in non-metro areas per annum	10% increase in reach of the helpline in non-metro areas per annum	Social media analytics; attendance registers; outreach event reports; evaluation forms from outreach events

ANNEXURE A: SDIP

EFFECTIVENESS MEASURES:	% increase in reach of the BSHS in non-metro areas per annum	200 businesses currently receive awareness in non-metro areas on accessing the service	10% increase in reach of the helpline in non-metro areas per annum	10% increase in reach of the helpline in non-metro areas per annum	10% increase in reach of the helpline in non-metro areas per annum	10% increase in reach of the helpline in non-metro areas per annum	10% increase in reach of the helpline in non-metro areas per annum	Social media analytics; attendance registers; outreach event reports; evaluation forms conducted at outreach events