

CHAPTER 3:

DEVELOPMENT STRATEGIES

3.0 NATIONAL AND PROVINCIAL STRATEGIES

3.1 National Strategies

The National Spatial Development Perspective (NSDP)
contains the following principles:

- Principle 1: Rapid Economic growth that is sustained and inclusive is a pre-requisite for the achievement of poverty alleviation.
- Principle 2: Government spending on fixed investment should be focused on localities of economic growth and / or economic potential in order to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities.
- Principle 3: Where low economic potential exists investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities.
- Principle 4: In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways to the global economy.

The National Spatial Development Vision reads as follows:

“South Africa will become a Nation in which investment in infrastructure and development programmes support Government growth and development objectives:

- By focusing economic growth and employment creation in areas where this is most effective and sustainable
- By supporting restructuring, where feasible, to ensure greater competitiveness
- By fostering development on the basis of local potential
- By ensuring that development institutions are able to provide basic needs throughout the country.”

Accelerated and Shared Growth Initiative (ASGI-SA)

The following principles and broad national goals are set in ASGI-SA, and are brought through into the Policy Framework of the Provincial Spatial Economic Development Strategy

- Accelerated growth in the economy to more than 4.5 % in the period 2009, and more than 6 % from 2010 to 2014.
- Reduce the gap between the first and second economies, and halve poverty and unemployment by 2014.
- Ensure that social security reaches all who are eligible

3.2 Provincial Strategies

At the **Provincial Growth and Development Strategy (PGDS)** summit held in 2004 the following Provincial Priorities were set:

- 1 Strengthening governance and service delivery
- 2 Integrating investments in community infrastructure
- 3 Sustainable economic development and job creation
- 4 Developing human capacity
- 5 Developing a comprehensive response to HIV/AIDS
- 6 Fighting poverty and protecting vulnerable groups in society

Provincial Spatial Economic Development Strategy (PSEDS)

The Provincial Spatial Economic Development Strategy guides and informs the following:

- Spatial principles that will direct growth and development in the Province, such as inter alia, principles of sustainability, the need to address historic spatial imbalances, curbing urban sprawl and differentiated levels of infrastructure provision;
- Identification of priority development areas, focusing on areas in which specific types of development should be encouraged or discouraged;
 - Strengthening or development of major movement routes or corridors;
 - Identification of areas that have to be protected for biodiversity and conservation purposes;
- The preparation of Municipal Spatial Development Frameworks to ensure full alignment of national, provincial and municipal spatial visions;
- Budgeting processes of all spheres of government to ensure that government creates an environment conducive for development in the prioritised areas; and
- The investment decisions of the private sector, not only in pursuance of optimal returns, but also in support of a shared spatial vision for the Province.

In terms of the PSEDS, the Sectors of the provincial economy which will drive the growth of the province and address unemployment and poverty are the following sectors:

- Agriculture, including agri-industry (with opportunities to impact considerably on the economic needs of the poor through Land Reform)
- Industry, including heavy and light industry and manufacturing
- Tourism, including domestic and foreign tourism
- Service sector including financial, social transport retail and government.

Nodes and Activity Corridors are identified in the PSEDS. These are to serve the following functions:

- To facilitate the increased growth of existing centres and corridors of economic development in the Province; and
- To ensure that the potential for economic development within areas of high poverty is realized.

The following critical threats are identified in the PSEDS:

(a) *Agriculture and Land Reform*

- Loss of productive commercial agricultural land to residential development
- Loss of land with agricultural potential in poor rural areas
- Land reform resulting in a loss of productive commercial agriculture
- Municipal rates on agricultural land
- Provision of adequate water supplies

(b) *Tourism*

- Safety and Security
- Land invasion and illegal activities affecting tourism assets

(c) *Industry*

- Reliability of services
- Social support services
- Destructive Inter-Municipal competition
- Municipal rates on Industrial and commercial development

The PSEDS identifies tourism as being second in importance to industrial development, while agriculture and agri-business are seen as:

- Being the largest existing and potential employer in rural areas, and
- Being able to make the greatest impact on reducing poverty levels in rural areas

High agricultural potential zones and tourism priority areas are identified in the PSEDS.

3.3 STRATEGIC FRAMEWORK

For Local Government to become more 'outcomes-based', and to achieve successful development planning, three things need to happen:

- Local Government needs to adopt a more entrepreneurial approach and undertake a mind-shift from being merely a service provider;
- Stronger networks need to be established between the municipality, donors, and funding sources; and
- A set of implementable and measurable projects needs to be identified, each with specific outcomes and outputs.

The Strategic Framework sets the context for these to be realised

Chapter 1 consisted of the Status Quo Report which provides a background to into account when determining community needs, projects and priorities. In this Chapter:

"the municipality will have to arrive at the crucial decisions on its destination and on the most appropriate ways to arrive there. It is the chapter in which the basic decisions on the future direction of the municipality have to be made".

The following will be developed during this chapter:

- a Long-Term Vision for the Matatiele Municipality;
- Mid-term Objectives for each Priority Issue;
- Development Strategies for each Priority Issue;
- the Identification of Projects.

The identified Key Performance Areas (KPA's) are upheld for purposes of structuring the formulation of the Development Vision to inform the Strategic Framework Matrix, these include.:

- Basic Service Delivery and Infrastructure Investment
- Local Economic Development
- Financial Viability and Financial Management
- Municipal Transformation and Institutional Development
- Good Governance and Community Participation

Strategies will be informed, in terms of content by the uniqueness of the local conditions while however the overall national and provincial growth and development strategic framework and policy vision, as well as those of the Alfred Nzo District Municipality will be considered.

3.4 MUNICIPAL MISSION AND VISION

3.4.1 Mission

"A rural municipality that is effective and efficient in providing quality services to its entire people in a sustainable and integrated manner with the aim of promoting local economy and skills development with due regard for affordability and capacity"

3.4.2 Vision

"To provide the quality services that meet the needs of the community in an effective and efficient manner in accordance with the national guidelines on service delivery."

KEY PERFORMANCE AREA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

ISSUES	OBJECTIVES	STRATEGIES
WATER & SANITATION 1. Water		
1.1 Provision of water to Rural Communities.	1.1.1 To ensure that all communities within the municipal area are serviced in terms of the minimum levels agreed to at national, provincial, and district level. (RDP level of services)	1.1.1.1 Ensure that municipal priorities for water projects falling outside of the Local Municipality's responsibility are included in the District's Water Services Development Plan.
1.2 Upgrading of existing infrastructure extending to cover growth in urban areas.		1.1.1.2 Prioritise projects in areas of higher population density and in particular at service nodes as identified in the Spatial Development Framework. 1.1.1.3 Prioritise projects in areas where lack of clean running water has health implications. 1.1.1.4 Regularly maintain and upgrade existing infrastructure to avoid deterioration. 1.1.1.5 Provide Boreholes and water tanks at Communal locations within each ward.
2. Sanitation		
2.1 The provision of adequate sanitation facilities	2.1 To ensure that all communities within the municipal area are serviced in terms of the minimum levels agreed to at national, provincial, and district level.	2.1.1 Identify areas where inadequate sanitation is a health risk and ensure relevant inclusion and prioritisation of projects into the District's Water Services Development Plan.
2.2 Maintenance and upgrading of existing infrastructure.	2.1.2 Supply areas experiencing health hazards as a result of none availability of adequate facilities. 2.2.1 To avoid deterioration of existing infrastructure. 2.2.2 To eradicate bucket system	2.2.1.1 Regularly maintain and upgrade existing infrastructure to avoid deterioration 2.2.1.2 Provision of adequate sanitation to communities.
3. Electricity		
3.1 The provision of basic electrification.	3.1.1 To ensure that all communities within the municipal area are serviced in terms of the minimum levels agreed to at national, provincial, and district level. 3.1.2 To establish a grid network system for the Municipality.	3.1.1.1 Establish priority areas for electrification and ensure implementation by the service provider (Eskom). 3.1.1.2 Eskom to improve the implementation rate. 3.1.1.3 DME intervention soliciting special treatment 3.1.1.4 Divert some of the municipal funding towards electrification and formulate partnerships with

KEY PERFORMANCE AREA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

ISSUES	OBJECTIVES	STRATEGIES
4. Roads and Bridges 4.1 Maintenance and extension of existing services network. 4.2 Upgrading and extension of rural roads.	4.1.1 To avoid deterioration of existing main infrastructure network. 4.2.1 Improve accessibility in rural areas and improve road linkages between rural components. 4.2.2 To construct internal rural access roads to improve accessibility. 4.2.3 To maintain main roads in the urban areas for the purpose of attracting more investments.	DME and Community through co-operatives to establish integrated Energy Centres within the Municipality. 3.1.1.5 In areas where the electricity will take more than 7 years to reach, no grid electricity to be installed (municipality to partner with DME to subsidise poor communities through free basic alternative energy) 3.1.1.6 Upgrade existing substations. 4.1.1.1 Promote the upgrading of rural road network based on community needs and development corridors as identified in the spatial framework. 4.1.1.2 Prepare a phased Urban Roads Upgrade and Maintenance Plan. 4.1.1.3 Support and promote the Department of Transport's labour-intensive community based road maintenance program in rural areas. 4.1.1.4 Put pressure in the province through Public Works Department to keep their roads at an acceptable level as required by law and also to upgrade Provincial Roads that carry more than 2000 vehicles per day. 4.1.1.5 Put pressure on NRA for the upkeep of national and provisional roads. 4.1.1.6 Solicit funding from sources such as MIG, District Municipality and Private Partnership for construction of new roads, better upkeep of existing roads and upgrading of busy roads to surfaced standards.
5. Waste Management 5.1 Provision of basic service in areas outside the main urban centres.	5.1.1 To ensure that all communities within the municipal area are serviced in terms of the minimum levels agreed to at national, provincial, and district level. 5.1.2 To ensure the provision of a healthy and clean environment in public places.	5.1.1.1 Identify areas to which the municipal waste disposal service needs to be extended. 5.1.1.2 Compile and implement a solid waste management strategy 5.1.1.3 Initiate an anti-litter and litter awareness education campaign.

KEY PERFORMANCE AREA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

ISSUES	OBJECTIVES	STRATEGIES
	densely populated areas, and areas of economic activity as standards in terms of Waste management. 5.1.3 To promote waste recycling. 5.1.4 To become the cleanest municipality in the region 5.1.5 Job and entrepreneurial creation through waste management. 5.1.6 Development of policies and by laws.	5.1.1.4 Investigate the possibility of outsourcing the service. 5.1.1.5 Implement a zero tolerance anti-littering campaign. 5.1.1.6 Implement a recycling campaign.
6. Communication 6.1 No cellular network coverages and telecommunication within most parts of the Municipality.	6.1.1 To ensure the serious addressing of telecommunication constraints experienced by Matatiele communities, including Cellphone coverage.	6.1.1.1 Facilitate development of a cellular network that covers at least densely populated areas in association with MTN, Vodacom and Cell C 6.1.1.2 Promote access to multi media and music promotions within Matatiele Municipality 6.1.1.3 Extend landline network (preferable fibre optic) to provide call box clusters in selected public areas first priority – Ranks, Public Transport, MPCC's and Shops 6.1.1.4 Provision of Computer Facilities at schools.
7. Primary Health Care 7.1 Inadequate level of health care facilities and services.	7.1.1 To ensure that all communities within the municipal area have access to basic health care facilities and services.	7.1.1.1 Determine need for additional facilities and services through consultation. 7.1.1.2 Formulate integrated programme for provision of health facilities, including clinics, mobile clinics, HIV/AIDS support centres.
8. HIV/AIDS Effects 8.1 HIV/AIDS prevalence	8.1.1 To institute a comprehensive and integrated HIV/AIDS treatment programme. 8.1.2 To ensure an increased community awareness on HIV/AIDS. 8.1.3 To provide appropriate facilities and programmes for the care of AIDS orphans.	8.1.1.1 Encourage volunteerism within the municipality to provide home-based care for people living with HIV/AIDS. 8.1.1.2 Investigate the possibility of foster grants being extended to cover grandparents. 8.1.1.3 Establish an HIV/AIDS Forum with all stakeholders 8.1.1.4 Encourage the use of free HIV/AIDS testing

KEY PERFORMANCE AREA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

ISSUES	OBJECTIVES	STRATEGIES
9. Sports and Recreation 9.1 Improve/provide facilities	9.1.1 Upgrade and increase sports and recreation. 9.1.2 To avoid deterioration of existing infrastructure.	8.1.1.5 Provide counseling to affected individuals and their families. 8.1.1.6 In partnership with the private sector investigate possible sources of finance for the provision of shelters and facilities for orphans.
10. Safety and Security 10.1 Crime control and improvement of security measures.	10.1.1 To create a crime free environment. 10.1.2 To provide and ensure adequate law enforcement and adequately safeguard Council assets.	9.1.1.1 Identify communities without recreational facilities and prioritise. 9.1.1.2 Regularly maintain existing facilities to avoid deterioration. 10.1.1.1 Enhance and expand security and policing in public places. 10.1.1.2 Prepare and implement a strategy and business plan on crime prevention. 10.1.1.3 Create effective and visible policing in all areas. 10.1.1.4 Pursue the establishment of satellite police stations.
11. Education Facilities 11.1 The provision of educational facilities in certain areas of the municipality. 11.2 Low skills levels in communities, particularly in the rural areas.	11.1.1 All members of the community to have access to education facilities 11.1.2 Communities to have required skills in order to be competitive in the job market	11.1.1.1 To promote access to education facilities. 11.1.1.2 To identify areas where additional or upgrading of facilities is required. 11.1.1.3 Identify communities lacking the necessary skills
12. Land Tenure/Ownership 12.1 Land tenure/security and land reform. 12.2 Land ownership in the rural areas.	12.1.1 To promote land ownership as a means to social and economic development. 12.1.2 To promote land ownership in the rural areas for housing development.	12.1.1.1 Formulate a co-ordinated land reform programme indicating priority projects, in consultation with the Department of Land Affairs. 12.1.1.2 Ensure integration of land reform and housing projects. 12.1.1.3 Undertake an audit of State owned land. 12.1.1.4 Undertake study to establish ownership and acquisition of land for housing development in the rural areas

KEY PERFORMANCE AREA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

ISSUES	OBJECTIVES	STRATEGIES
13. Spatial Development Framework 13.1 Development of a Spatial Development Framework	13.1.1 To develop a Spatial Development Framework (SDF) that links the strategies and projects identified in the IDP and present them spatially.	13.1.1.1 As part of the IDP process Develop a SDF and review on an annual basis to deal with changing circumstances.
14. Housing 14.1 Lack of adequate housing, particularly in the rural areas	14.1.1 To actively pursue the provision of housing to all communities within the municipality within the context of overall community development.	14.1.1.1 Actively embark on a slums clearance project as proposed in the Department of Housing's Program. 14.1.1.2 Upgrading of informal housing 14.1.1.3 Audit and review all existing housing projects. 14.1.1.4 Consolidate and review housing waiting lists and review existing and projected housing demands. 14.1.1.5 Develop and implement a housing delivery strategy 14.1.1.6 Identify sites for housing as part of the spatial development framework 14.1.1.7 Optimise economic development spin-offs from housing projects. 14.1.1.8 Investigate the possibility of housing upgrading schemes in rural areas aimed at the physically challenged and the aged
15. Environmental Management 15.1 Appropriate system of land use management required. 15.2 Need for comprehensive and integrated environmental management and control 15.3 Appropriate environmental management measures required 15.4 Need for Conservation of Natural / Indigenous Species.	15.1.1 To place all Council's developmental actions and decisions on a sound environmental footing 15.1.2 To raise environmental awareness amongst all the communities in the municipal area. 15.1.3 To establish an integrated land use management system which will be more user- friendly, environmentally sensitive and responsive to community needs	15.1.1.1 Formulate a biodiversity conservation strategy 15.1.1.2 Establish an open space system and ensure effective management thereof, based on existing plans 15.1.1.3 Ensure law enforcement personnel are conversant with environmental policies and legislation 15.1.1.4 Undertake a Strategic Environmental Assessment (SEA) to form the base of an Environmental Management Plan (EMP) for the entire municipal area. 15.1.1.5 Establish an effective alien invasive species control programme 15.1.1.6 Establish mechanisms for the monitoring and control of the use of indigenous plants and mechanisms 15.1.1.7 Establish catchment management forums (in association with DWAF) 15.1.1.8 Ensure alignment between the EMP, the Town Planning Schemes and sectoral plans. 15.1.1.9 Formulate a spatial development framework, which shall include:

KEY PERFORMANCE AREA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

ISSUES	OBJECTIVES	STRATEGIES
		A land use policy to guide – (i) desired patterns of land used in the municipal area, (ii) the spatial reconstruction of the municipal area, including – the correction of past spatial imbalances and the integration of formerly disadvantaged areas directions of growth, major movement routes, the conservation of the natural and built environment the identification of areas in which particular types of land use should be encouraged or discouraged; and the identification of areas in which the intensity of land development should be increased or reduced; and (iii) decision-making relating to the location and nature of development in the municipal area. Basic guidelines for a land use management system in the municipal area.

KEY PERFORMANCE AREA 2: LOCAL ECONOMIC DEVELOPMENT

ISSUES	OBJECTIVES	STRATEGIES
1. Local Economic Development		
1.1 Local economic development with emphasis on agriculture, forestry, industry and manufacturing, SMME's and tourism.	1.1.1 Stimulate local economic development with emphasis on agriculture, industry and manufacturing, SMME's and tourism 1.1.2 To maximize the employment generating capacity in Council's developmental actions. 1.1.3 To ensure that LED priorities are central to all Council plans and implementation programs 1.1.4 To facilitate access to land for agricultural development (Agri-Industries). 1.1.5 To promote manufacturing industry in line with international funds (SMME's / LED)	1.1.1.1 Investigate feasibility of industrial and agri industries development 1.1.1.2 Create a single tourism development and marketing mechanism for the municipality. 1.1.1.3 Identify flagship projects which can act as catalysts to local economic development. 1.1.1.4 Enhance/establish institutional capacity within the municipality to pursue LED projects. 1.1.1.5 Employ small-scale local contractors in public works programs. 1.1.1.6 Investigate the feasibility of employment creation through the following types of

KEY PERFORMANCE AREA 2: LOCAL ECONOMIC DEVELOPMENT

ISSUES	OBJECTIVES	STRATEGIES
	1.1.6 To align skills development programs with the economic priorities of the areas. 1.1.7 Encourage the Private sector to add value on wood products(related projects Mushroom)	projects: construction and maintenance of public buildings. 1.1.1.7 Investigate the feasibility of employment creation through the following types of projects: alien plant eradication, market gardening and fresh produce markets, environmental conservation projects, tourist support services, medicinal herbs.
2. Agriculture 2.1 Local economic development with emphasis on agriculture	2.1.1 To maximize local economic development with specific emphasis on agriculture.	2.1.1.1 Establish and / or facilitate adult education and skills training in consultation with the Department of Labour and FET Development Programme. 2.1.1.2 Preserve high quality agricultural land. 2.1.1.3 Avoid urban sprawl. 2.1.1.4 Encourage Agri-industries and potential linkages between agriculture and the tourism industry. 2.1.1.5 Initiate urban agriculture projects in and around lower income areas. 2.1.1.6 In consultation with the Department of Agriculture, set up and implement small farmers support and advise programme. 2.1.1.7 Identify range of farming activities that can be pursued at subsistence level. 2.1.1.8 Promote co-operative arrangements for supply and distribution networks. 2.1.1.9 Identify agricultural niche markets and pursue the development of these.
3. Job Creation and Poverty Alleviation 3.1 High levels of unemployment 3.2 Poverty alleviation and economic imbalances.	3.2.1 To reduce unemployment to a significant and measurable extent 3.2.2 To reduce poverty to a significant and measurable extent.	3.2.1.1 To create job opportunities through local economic development strategies identified in the IDP 3.2.1.2 In consultation with the DM, prepare a poverty alleviation plan identifying focus areas and projects. 3.2.1.3 Undertake a quality of life survey. 3.2.1.4 Compile a data base of poverty alleviation activities.

KEY PERFORMANCE AREA 2: LOCAL ECONOMIC DEVELOPMENT

ISSUES	OBJECTIVES	STRATEGIES
4. SMME Development 4.1 The need to support SMME's	4.1.1 To create an environment that is attractive to investors, and conducive to the development of small entrepreneurs. 4.1.2 To establish a partnership with the private business community with a to expanding and enhancing local investment and development opportunities	4.1.1.1 Establish partnerships (locally, nationally or internationally) 4.1.1.2 Investigate feasibility of a business incentive programme. 4.1.1.3 Establish business support centres in appropriate locations

KEY PERFORMANCE AREA 3: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

ISSUES	OBJECTIVES	STRATEGIES
1. Financial Management 1.1 Municipality's financial sustainability	1.1.1 Implement Property Rates Act 1.1.2 Ensure implementation of the IDP. 1.1.3 To expand Council's revenue base. 1.1.4 Compliance with MFMA 1.1.5 To ensure that Municipality spending is sustainable 1.1.6 Root out corruption	1.1.1.1 Optimize Council's rate revenue base through increased capacity to collect revenue and expand rates base 1.1.1.2 Formulate and monitor database on potential funding sources 1.1.1.3 To ensure that procedures for procurement of goods and services are adhered to 1.1.1.4 Prepare annual reports 1.1.1.5 Prepare anti-corruption strategy

KEY PERFORMANCE AREA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL MANAGEMENT

ISSUES	OBJECTIVES	STRATEGIES
1. Performance Management System (PMS) 1.1 Meet Legal requirements for PMS.	1.1.1 The ability to measure Council's performance on the basis of its IDP and its implementation thereof. 1.1.2 Ensure implementation of the IDP.	1.1.1.1 Formulate and incorporate the Performance Management System into Council's IDP
2. Integrated Development Plan (IDP) 2.1 Ensure implementation of the IDP 2.2 Legal requirement.	2.1.1 Practical IDP 2.1.2 Meaningful participation by the public in the formulation of the IDP.	2.1.1.1 Annual IDP Review 2.1.1.2 Encourage participation by organizations on the IDP Forum. 2.1.1.3 Support CDW and Ward Committees 2.1.1.4 Work with traditional leadership 2.1.2.1 Prepare a communication / participation plan
3. Human Resource Development 3.1 Training and capacitating of staff	3.1.1 Capacitate staff to enable them to implement the IDP 3.1.2 Speedy delivery of services.	3.1.1.1 Encourage staff to participate in training workshops or courses organised by National, Provincial, Local Government or private sector. 3.1.1.2 Filling of critical vacant post 3.1.1.3 Skills Audit 3.1.1.4 Introduction of Competency Framework

KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

ISSUES	OBJECTIVES	STRATEGIES
1. Physically Challenged 1.1 Lack of facilities catering for the physically challenged. 1.2 Lack of appropriate skills amongst the physically challenged to be competitive in the job market.	1.1.1 Ensure that the needs for the physically challenged are taken into account in the process of providing community and social facilities. 1.1.2 To promote skills development amongst the physically challenged.	1.1.1.1 Undertake Audit of public buildings and community facilities and establish whether the needs of the physically challenged have been met and address where necessary. 1.1.1.2 Encourage consideration of the physically challenged in private developments. 1.1.1.3 Establish and implement a skills programme for the physically challenged. 1.1.1.4 Encourage the private sector to support the transfer of appropriate skills to the physically challenged.
2. Communications 2.1 Communications (internal and external) Participation of the wider community on development and related subjects 2.2 Equity promotion of Gender Equality.	2.1.1 To formulate a comprehensive communication and marketing plan. 2.1.2 Ensure that the public is well informed and is aware of every development subject in the municipality Ensure Gender Equality within the Municipality, to be in line with the national government's policies. 2.1.3	
3. Youth Development		3.1.1.1 Formulate a communication plan addressing both internal and external communications. 3.1.1.2 Formulate a marketing strategy. 3.1.1.3 Formulate internet and e-business strategy. 3.1.1.4 Encourage public participation through forums and committees 3.1.1.5 Wide advertising of public meetings. 3.1.1.6 Address imbalances in government organizations and encourage private structures to do same.