



# THE SMALL-TOWN REGENERATION STRATEGY, 2021

*Implementation Guidelines for the Implementation of the Town-based Approach, 2025*



## Contents

|                                                                           |    |                                                                                       |    |
|---------------------------------------------------------------------------|----|---------------------------------------------------------------------------------------|----|
| Introduction to the Guidelines .....                                      | 1  | Phase 2   Explore your community and town .....                                       | 22 |
| Purpose of the Guidelines .....                                           | 1  | Step 1   Gather information .....                                                     | 22 |
| Background to the Guidelines .....                                        | 1  | Develop a Community Vision .....                                                      | 23 |
| Intended Users .....                                                      | 2  | Undertake an Assessment of Community Assets.....                                      | 24 |
| The STR Process .....                                                     | 3  | Undertake an Assessment of the Four Development Pillars .....                         | 25 |
| Implementation principles.....                                            | 3  | Step 2   Identify what matters most.....                                              | 26 |
| How to Use the Guidelines.....                                            | 4  | Analysis of data .....                                                                | 26 |
| The Focus of the Guidelines .....                                         | 5  | Synthesis of data .....                                                               | 28 |
| Phase 1   Lay the Groundwork.....                                         | 7  | Understanding Community Values .....                                                  | 28 |
| Step 1   Get Organised.....                                               | 7  | Step 3   Feedback and Validation.....                                                 | 31 |
| Getting political support for the implementation of the STR .....         | 7  | Key messages to be communicated during Phase 2 .....                                  | 31 |
| Setting up the internal institutional arrangements .....                  | 8  | Frequency of providing feedback .....                                                 | 32 |
| Setting up the external arrangements.....                                 | 9  | Celebrating progress .....                                                            | 32 |
| Step 2   Create a Work Plan.....                                          | 11 | The key steps, actions and outcomes for Phase 2: Explore the Community and Town ..... | 33 |
| Determine and refine the STR project scope in your town .....             | 11 | Phase 3   Design and Resolve .....                                                    | 35 |
| Design an Engagement Plan .....                                           | 12 | Step 1: Develop Options .....                                                         | 35 |
| Create a detailed work plan and budget.....                               | 14 | Brainstorming and identification of projects.....                                     | 36 |
| Step 3   Spread the Word .....                                            | 16 | Step 2: Make choices .....                                                            | 38 |
| Set the stage.....                                                        | 16 | Selection criteria .....                                                              | 38 |
| Prepare a Communication Plan.....                                         | 17 | Project categorisation .....                                                          | 41 |
| Build awareness.....                                                      | 19 | Project prioritisation .....                                                          | 43 |
| The key steps, actions and outcomes for Phase 1: Lay the Foundation ..... | 20 | Step 3: Formalise Decisions .....                                                     | 45 |
|                                                                           |    | Create an Action Plan.....                                                            | 45 |

|                                                                           |    |
|---------------------------------------------------------------------------|----|
| The key steps, actions and outcomes for Phase 3: Design and Resolve ..... | 47 |
| Phase 4   Take Action .....                                               | 49 |
| Step 1: Mobilise resources .....                                          | 49 |
| Set up an Implementation Team .....                                       | 49 |
| Gather and align resources .....                                          | 50 |
| Step 2: Follow through.....                                               | 51 |
| Implement the Action Plan .....                                           | 51 |
| Cultivate collaboration .....                                             | 53 |
| Step 3: Monitoring and Evaluation .....                                   | 54 |
| Resources .....                                                           | 55 |

## ABOUT THIS GUIDE

**CITEPLAN (Pty) Ltd** has developed this Small-Town Regeneration Implementation Guideline as part of the national rollout of the **Small-Town Regeneration Strategy**. With a deep commitment to fostering sustainable and inclusive development, our team crafted this guide to provide local municipalities, stakeholders, and communities with the tools and strategies to drive meaningful regeneration.

Built on best practices, real-world case studies, and extensive experience in collaborative governance and urban, economic and social development, this document serves as a practical roadmap for towns looking to revitalise their local economies, enhance infrastructure, and strengthen community resilience.

As part of the broader national effort to support small towns, this guideline aligns with strategic objectives that promote economic growth, social cohesion, and environmental sustainability. We hope it serves as a valuable resource for all those working toward a thriving future for their communities.

Should you encounter any issues accessing the information or links in this document, please contact us via email at [info@citeplan.net](mailto:info@citeplan.net) or by phone at **083 635 9806**. We are happy to assist you.



## ACKNOWLEDGEMENTS

The development of this **Small-Town Regeneration Implementation Guideline** has been made possible through the collaboration and support of key partners committed to the success of the **national Small-Town Regeneration Strategy**.

We extend our gratitude to the **Department of Cooperative Governance, SALGA, Kagiso Trust, Synergos, Fernridge, The Workplace Agency** and **BRIMO** for their invaluable contributions, insights, and expertise.

Their support has played a crucial role in shaping this guideline, ensuring that it reflects best practices, real-world solutions, and sustainable approaches tailored to the unique challenges and opportunities facing small towns.

We recognise that successful regeneration requires collective effort, and we are grateful for the ongoing partnerships that make this initiative possible. We look forward to continued collaboration as we work together to create thriving, resilient small towns.



**YOUR  
ROADMAP  
TO SMALL-TOWN  
REGENERATION**



## Introduction to the Guidelines

A practical starting point for local officials and communities to collaborate, plan, and transform their towns, step by step



### Purpose of the Guidelines

This manual offers municipalities a structured approach to implementing the Small-Town Regeneration Strategy (STR). It provides practical instructions for effective and efficient planning, making it an invaluable resource for trainers, trainees, and communities to enhance collaboration.

The purposes of the STR Guidelines include:

**Clarity and Consistency:** Establishes a uniform approach with clear instructions, fostering a shared understanding and enhancing consistency.

**Reference Guide:** Serves as a troubleshooting and clarification tool at any stage of implementation.

**Training and Onboarding:** Aids in onboarding new team members, providing the necessary skills and knowledge for STR implementation.

**Communication:** Ensures well-informed stakeholders, fostering effective collaboration and understanding.

**Risk Mitigation:** Addresses potential challenges and mitigation strategies, promoting a smoother implementation process.

**Efficiency:** Streamlines the process with clear, step-by-step instructions, leading to increased efficiency.

**Documentation:** Serves as a formal record of the implementation plan, providing a useful reference for future audits, evaluations, or other purposes.

**Continuous Improvement:** Enables updates based on lessons learned, fostering ongoing improvement and adaptability.

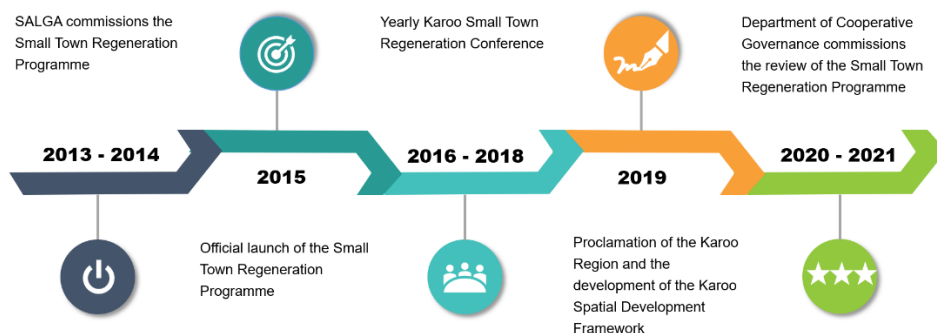
Overall, this manual aims to enhance the success of STR implementation by offering a comprehensive guide for those executing the plan.

### Background to the Guidelines

The Integrated Urban Development Framework (IUDF) was developed by the Department of Cooperative Governance and Traditional Affairs (CoGTA) to manage urbanisation and promote sustainable development in cities and towns. The IUDF aims to foster economic development, job creation, and improved living conditions and acknowledges and sees small towns not as stand-alone/forgotten places but as part of a larger integrated urban and rural continuum and, therefore, aims to provide a mechanism for the development of small towns through the STR Programme, which started in 2013/2014.

In 2021, the Department took a step back to review the implementation of the STR. The review aimed to assess and identify what had gone well, what had

not, what could be improved upon, and what could be done to give agency back to communities, promoting community-centric development and increasing municipal accountability. This would help develop a more effective plan to support these struggling small towns. The reviewed and updated STR was then adopted and officially kicked off by Minister Tembi Nkadimeng on 28 February 2022.



## Intended Users

The intended users of the STR include a broad range of stakeholders involved in developing and revitalising small towns. These users are:

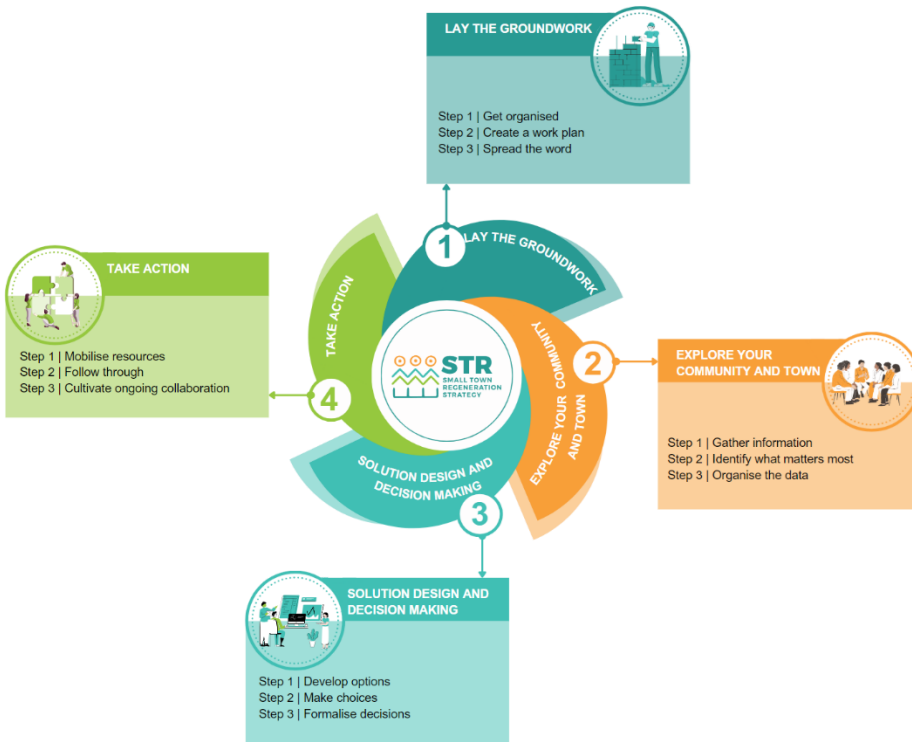
- 1. Local Government Officials and Municipalities:** These are the primary implementers of the STR, responsible for planning, coordinating, and executing regeneration projects at the local level.
- 2. Community Leaders and Organisations:** Local community leaders, NGOs, and civil society organisations play a crucial role in mobilising community support and participation in regeneration efforts.

- 3. Urban Planners and Development Professionals:** These professionals provide technical expertise and guidance in planning and implementing regeneration projects.
- 4. Local Businesses and Entrepreneurs:** Business owners and entrepreneurs in small towns are key stakeholders, as they can contribute to and benefit from economic revitalisation efforts.
- 5. Residents and Community Members:** The general public in small towns is both the beneficiaries and participants in the regeneration process, contributing ideas, feedback, and active participation.
- 6. Investors and Financial Institutions:** These entities can provide the necessary funding and investment for regeneration projects, making them critical partners in the strategy.



## The STR Process

The phases are designed to flow from one to the next, following a logical sequence. The detailed process comprises four (4) phases as follows:



## Implementation principles

Stemming from the STR values, the following principles serve as the fundamental guidelines for decision-making, setting standards and the overall direction of behaviour, actions and activities in implementation:

| Unity in Diversity                                                                                                                                                                                             | Prioritisation for Impact                                                                                                                                                               | Building a Resilient Future                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Embracing every voice, every story</i>                                                                                                                                                                      | <i>Focus on what truly matters</i>                                                                                                                                                      | <i>Play the long game</i>                                                                                                                                                                                            |
| Emphasise the importance of involving diverse perspectives and experiences in decision-making. Create inclusive environments where everyone feels valued and included, ensuring all stakeholders have a voice. | Focus on prioritising critical objectives to achieve desired outcomes. Dedicate resources and effort to the most impactful areas, avoiding distractions from less significant elements. | Adopt a strategic, long-term approach, considering the implications of actions over time. Encourage patience, persistence, and resilience, recognising that significant achievements often require sustained effort. |

## How to Use the Guidelines

This guideline manual is structured according to the four phases of STR, as outlined in the STR process image (see the previous page).



Throughout the Guidelines Report, you will find hyperlinks to valuable resources. Clicking on these links will **take you to a more detailed level**. You will see references to specific resources at points when they will prove particularly helpful. The resources include helpful checklists, templates of forms

and samples of documents. See Page 40 for a complete list of resources that accompany this Guideline.

When you see this information icon:



The [HOW TO USE THE TRAINING GUIDELINE VIDEO](#) outlines the steps for using this document effectively.

you will know that a resource is being recommended for the step and/or task with which it is associated. Click on the resource's title, and it will direct you to Google Drive, where you can download a free PDF to save and print.

These guidelines should be read in conjunction with the following implementation manuals:

[PHASE 1: LAY THE GROUNDWORK](#)

[PHASE 2: EXPLORE THE COMMUNITY AND TOWN](#)

[PHASE 3: DESIGN AND RESOLVE](#)

[PHASE 4: TAKE ACTION](#)

## The Focus of the Guidelines

These guidelines are intended for use by Category B Local Municipalities in implementing the Small-Town Regeneration Programme.



The [SET THE SCENE REPORT](#), [PRESENTATION](#), and [SET THE SCENE VIDEO](#) outline the foundations of the STR, explain why towns should implement the strategy, detail its fit within the policy environment, and provide key considerations for kick-off.



**Phase 1**  
**Lay the**  
**Groundwork**



## Phase 1 | Lay the Groundwork

Phase 1 speaks to establishing a Municipal Task Team responsible for driving the STR Process. The Municipal Task Team is tasked with facilitating the establishment of a Community Task Team. The Community Task Team could be members of a local organisation or an existing committee. The more diverse the backgrounds and perspectives of the initial team members, the more representative and effective it will be in reaching those often overlooked people in the community.

**LAY THE GROUNDWORK**



**Step 1 | Get organised**

- Internal institutional arrangements
- External arrangements

**Step 2 | Create a work plan**

- Determine and refine scope
- Design an Engagement Plan
- Create a Work Plan


**Step 3 | Spread the word**

- Set the stage
- Prepare a Communications Plan
- Build awareness



The [CONTEXTUALISING LAY THE GROUNDWORK REPORT](#) provides an overview of the key Septs and Tasks for Phase 1. It emphasises the importance of leadership, project management, political will and community buy-in in successfully implementing the STR. The [EXPECTATIONS AND ASPIRATIONS VIDEO](#) offers guidance on key questions to ask at the start of the regeneration process.

## Step 1 | Get Organised



For a more comprehensive overview of Phase 1: Laying the Foundation, refer to the [PHASE 1 IMPLEMENTATION MANUAL](#). The [STEP 1](#) resource, the [GET ORGANISED VIDEO](#) and the [PRESENTATION](#) will help you to understand the various role players and their functions in the STR process and provide more detailed guidance on setting up internal and external arrangements.

## Getting political support for the implementation of the STR

The leadership and support of the mayor and councillors are vital for the project's success. The responsibility of the mayor and the councillors is to support the implementation of the STR Programme internally and externally. Furthermore, it is to ensure transparency and provide feedback to the province on the progress of implementation. The roles and responsibilities of the



mayor are intricately tied to the policy directions of the council. They are defined by various acts, including the Local Government: Municipal Structures Act 117 of 1998 and the Local Government: Municipal Systems Act 32 of 2000. The mayor’s leadership is instrumental in guiding the municipality through the unique challenges and opportunities presented by small-town regeneration.



**Outcome: A council resolution in support of the implementation of the Small Town Regeneration Strategy**

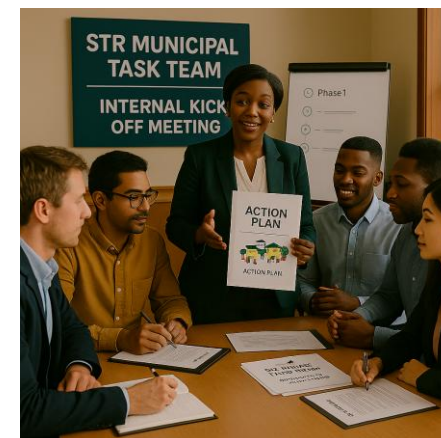
Watch the [RADICAL COLLABORATION VIDEO](#) and see the accompanying [PRESENTATION](#) for insights on building strong cross-sector partnerships. The [COLLABORATIVE GOVERNANCE VIDEO](#) and [PRESENTATION](#), along with the [BRIDGING LEADERSHIP VIDEO](#) and [PRESENTATION](#), offer practical strategies for sustainable small-town regeneration through cooperative action.



### Setting up the internal institutional arrangements

The STR is, by nature, very collaborative, so clearly defining roles and responsibilities for each team leader is essential. The following internal institutional arrangements are to be in place for the implementation of the STR on a town-based level:

- *STR Municipal Task Team Project Manager:* The STR Municipal Task Team Project Manager should be a senior municipal official (Director). During implementation, the Project Manager will represent the municipality and the Municipal Task Team, narrow the gap between municipalities and the community, and restore the community's trust in municipalities. The STR Municipal Task Team Project Manager is responsible for facilitating oversight and STR-related functions.
- *STR Municipal Task Team:* To implement the STR Programme, a Municipal Task Team is necessary to ensure that the objectives of the STR are achieved. The organisational structure of the Municipal Task Team to coordinate, manage, implement, and monitor the STR Programme may differ from municipality to municipality, depending on the size and locality of the municipality, the organisational structure of the municipality, and the level of citizen involvement.



Alletta van Sittert, the Project Manager for Bergrivier Local Municipality, shares her insights in this [ADVICE TO PROJECT MANAGERS VIDEO](#). Also, see the [MUNICIPAL TASK TEAM TERMS OF REFERENCE](#) to assist you with the Institutional

Arrangements. This resource includes a proposed Action Plan for Phase 1.



**Outcome: Appointment of a Project Manager to facilitate and oversee implementation and appointment of a Municipal Task Team.**

### Setting up the external arrangements

Incorporating a Community Task Team into regeneration initiatives alongside municipal officials and elected councillors is essential for achieving comprehensive and community-driven outcomes. While councillors represent the broader community within the municipal council, a Community Task Team provides direct and grassroots representation, bringing in-depth local knowledge and specific expertise that may not be fully captured by councillors alone. This diverse team contributes valuable insights, fostering greater community engagement and building trust between residents and regeneration authorities.



See the [COMMUNITY TASK TEAM TERMS OF REFERENCE](#) to understand the scope of work for the Community Task Team. This resource includes a Proposed Action Plan and outlines ground rules for the Community Task Team.

The Community Task Team is:

- a group of local community representatives working with the Municipal Task Team to utilise their knowledge and resources towards regeneration efforts.
- a group of representatives that assists with mobilising capacity (skills, time, etc.) and resources (human, financial, etc.) from the community that may be leveraged in the implementation of co-developed STR projects and programmes.
- a working group providing support, oversight, and guidance in line with the approved STR to implement the STR in the town.
- representing the community’s voice and interest, and serving as a platform from which STR projects and programmes may be driven.



The [STAKEHOLDER MAPPING](#) tool can help identify potential Community Task Team members. See the [STAKEHOLDER MAPPING VIDEO](#), [PRESENTATION](#) and the [RABIE REVIVE STAKEHOLDER MAPPING VIDEO](#) for more on the process.

In setting up the external arrangements, it is proposed to work with existing community organisations, such as a business chamber, or conduct an extensive stakeholder mapping exercise to invite community members to join the Community Task Team.

### **INFO BOX**

#### **Involving the IEC in Community Task Team Elections**

Moorreesburg, one of the towns implementing the STR, opted to involve the Independent Electoral Commission (IEC) in the election of its Community Task Team. This decision helped ensure a transparent, fair, and credible election process, strengthening community trust and broadening representation. Municipalities considering similar elections may benefit from partnering with independent facilitators to uphold legitimacy and encourage inclusive participation.

Advance this step by forming an executive committee to liaise directly with the Municipal Task Team Project Manager. Establish a formal agreement (e.g., Memorandum of Understanding) between the Municipal and Community Task Teams, and identify working groups.



The Municipality and the Community Task Team unite in action through a shared commitment to regeneration.



**Outcome: Appointment of a Community Task Team.**

## Step 2 | Create a Work Plan

### Determine and refine the STR project scope in your town

The purpose of a project scope is to clearly define, in line with the project's goals, the deliverables, tasks, deadlines, and resources. A well-defined project scope is crucial for keeping contributors aligned, managing stakeholder expectations, facilitating budgeting and scheduling, preventing scope creep, and serving as a reference document throughout the project lifecycle.



*A work plan rooted in community needs becomes a powerful tool for meaningful change.*

To develop a Work Plan, it is essential to have a clear understanding of the why (goals) and what (scope, phases, and milestones) of the project, as this will help manage the regeneration efforts in your town.



Project management is essential in guiding small-town regeneration initiatives as it ensures that resources are effectively coordinated, goals are met, and potential risks are managed throughout the project's lifecycle. For a comprehensive understanding, refer to this [VIDEO ON PROJECT MANAGEMENT](#) and the accompanying [PRESENTATION](#), which explains key concepts and practices.

There is a reason why you want to get involved in the regeneration of your town: What is it? A clear description of project goals is the first step. This will require an open discussion between the Municipal and Community Task Team, addressing key questions such as what our efforts will accomplish and to whom they matter, as it will help clarify the purpose of your efforts.

#### Questions to ask to refine the STR project scope in your town:

- Is there a community-wide problem/project that we aim to address?
- How will the project benefit the community?
- Why do we need to engage the community?
- What specific action(s) do we want decision-makers to take?
- What role will the results play in shaping future decisions and/or policies?

- Does a clear start or end point exist for this project? Does the timeline provide an adequate or appropriate timeline to achieve our goals? Or resolve identified issues?
- Does the project have a defined geographic location?
- What other community projects (past and present) could inform or affect this effort?
- How will you know that the formal project process has concluded (for example, with a final report, a policy decision, a vision statement)? What is the endpoint?
- What does the transition from the conclusion of the formal process into stewardship look like?



See the [STEP 2](#) resource for guidance on refining the STR scope and developing an Engagement Plan and a Work Plan for the town's regeneration efforts.

There are two categories into which goals can be organised, namely:

**Outcomes** are shorter-term results that you'd like to achieve within two to three years. They are tangible (for example, the development of a landscape design plan for the business district) and measurable (for example, the number of people who participate in project activities). Desired outcomes need to be realistic, in other words, what's possible in two years, but also meaningful and will benefit the community.

**Impacts** are the longer-term changes that can occur in your community, think three to 10 years. They can be less tangible and measurable, such as a greater sense of community, which will only become evident after many projects have been completed.



*Outcome: A well-defined project scope for the regeneration of the town*

### Design an Engagement Plan

An engagement Plan ensures that stakeholders are identified, their needs and expectations understood, and effective communication and collaboration strategies are in place. The plan helps build positive relationships, manage expectations, and address potential conflicts. A stakeholder database is proposed as part of the Engagement Plan.

#### Questions to ask for the Engagement Plan:

- Why are we doing this?
- Has anything like this been tried before? If so, was it successful, or did it fail, and why?
- Who lives here?
- What are the demographics of our community that need representation on our team?
- Who should be involved in this process?
- How do people learn about what's happening here?
- Who wants to help?

- What kind of challenges or obstacles should we expect?
- What groups exist that we can present this idea to for early support?



A Stakeholder Engagement Plan is crucial for ensuring that stakeholders are identified, their needs are addressed, and effective communication strategies are in place to foster collaboration and mutual understanding. For a detailed explanation, refer to this [VIDEO ON STAKEHOLDER ENGAGEMENT](#) and the accompanying [PRESENTATION](#). See the [STAKEHOLDER ENGAGEMENT PLAN TEMPLATE](#) to guide you in the development of your plan.



### Recognise network connections

By mapping the links between community networks and understanding various group activities, key influencers can be identified and engagement strategies optimised.

#### **Practical Application**

A simple way to recognise network connections is by writing your networks on individual sticky notes and putting them up on a wall. Then draw lines to indicate connections among them. The connections might represent people involved with both networks, or they could be a formal relationship between the networks, such as a committee member who is also a member of a local faith-based group or a local parent-teacher organisation.



### Categorisation of stakeholders

When engaging stakeholders, it's essential to categorise them into distinct groups based on their likelihood of participation and level of interest. For instance, easily engaged, sceptical, etc.

#### **Practical Application**

You can complete this exercise by writing each of your stakeholders' names on a sticky note and then placing each note in one of the categories described above.



### Identifying engagement opportunities

When developing engagement approaches, consider both demographics and networks to enhance community involvement and build essential, ongoing connections.

#### Practical Application

Use a printed town map or a large sheet of paper to visually plot community gathering points and demographic clusters, such as churches, schools, clinics, spaza shops, taxi ranks, and sports fields. Then, overlay sticky notes for each local network or group you've identified. Add coloured dots or symbols to show where their members are active or meet. This helps reveal under-represented areas or untapped venues for engagement, and supports more intentional outreach planning. Bring this map to team meetings to update and refine together.

The following table illustrates how demographics, networks, and network connectors can be aligned with the communication channel and engagement opportunities.

| Example of demographics, networks and network connectors, conversation venue, communication channel and ENGAGEMENT OPPORTUNITY |                    |                                                |                        |                        |
|--------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|------------------------|------------------------|
| Demographics                                                                                                                   | Community networks | Network connectors                             | Venue for conversation | Communication channel  |
| Homeless                                                                                                                       | Faith-based groups | Sam (deacon at the church with a soup kitchen) | Church cafeteria       | Phone and email to Sam |
| <b>ENGAGEMENT OPPORTUNITY:</b> Group conversation/notes capture                                                                |                    |                                                |                        |                        |



**Outcome: A Stakeholder Engagement Plan with identified engagement opportunities.**

### Create a detailed work plan and budget

The final details in mapping out the process include outlining the project phases, determining the milestones, figuring out the timing, and allocating a budget. Be sure to spell out the what, why, when, where, who and how much for each task.



This [VIDEO ON CREATING AN EFFECTIVE WORK PLAN](#) and the accompanying [PRESENTATION](#) provide a more detailed explanation of the development of a Work Plan.

### 1 Outline Project Phases

Project phases are smaller portions of a project that represent distinct goals or milestones within the larger project lifecycle. They provide a structured process that helps ensure projects are carried out effectively and efficiently, minimising risks and maximising outcomes. By breaking the project down into smaller, more manageable parts, the phases of a project allow you to track progress and identify potential issues early on. This proactive approach helps avoid costly mistakes and delays that could steer your project away from its estimated budget and schedule.

**Questions to ask:**

- What are our project phases?
- What do we want to accomplish in each phase of the project?
- What specific outputs do we need from each phase before proceeding to the next phase?
- Is there a clearly defined beginning and end for each phase?
- Are the names of each phase resonating with or understandable to people in our community?

**2 Identify milestones**

Project milestones are significant markers in a project's life cycle, indicating crucial stages of progress, such as the start and finish of the project or the completion of major work phases. Milestones help break down project phases, making it easier for project teams to understand objectives and plan and execute tasks.



**Questions to ask:**

- How will you know if your project has been successful?
- What milestones can you identify during the project at specific phases?
- What will you measure at the close of the project, two years later, or ten years later?
- Are your measures easy to quantify or assess?

- Do you need to know the baseline for any measure (for example, the number of people who engaged in a similar process previously)?

The following template can be used to kick-start your Work Plan, as it comprises the key elements, such as main and subtasks with identified deliverables and timeframes.

| Phase 1   Laying the Groundwork            |            |           |           |             |           |
|--------------------------------------------|------------|-----------|-----------|-------------|-----------|
| MAIN TASK                                  | ACTIVITIES | RESOURCES | MILESTONE | DELIVERABLE | TIMEFRAME |
| TASK 1   Project Inception and Work Plan   |            |           |           |             |           |
| Task 1.1. Project Inception and Management |            |           |           |             |           |
|                                            |            |           |           |             |           |
|                                            |            |           |           |             |           |

**3 Determine a budget**

Starting a project in your town without a budget can be an opportunity to build partnerships and utilise community resources effectively. Begin by thoroughly assessing the project's scope, requirements, and potential costs and identifying essential resources. Explore potential funding sources, such as grants, sponsorships, or internal funds, and prioritise critical project components. Create a detailed cost estimation and look for opportunities to negotiate or barter for resources. Engage internal stakeholders for support, consider incremental funding, and explore options such as crowdfunding or



donations to support your initiative. Cost-sharing or forming partnerships can also help. Finally, refine and update the budget iteratively as the project progresses.

**Questions to ask:**

- What are the essential tasks and deliverables for each project phase?
- Which of these are critical for success, and which can be phased in later if resources allow?
- What will each main task and subtask cost in terms of people, time and material?
- What internal municipal or community resources are already available (e.g. staff time, venues, equipment)?
- Are there organisations, local businesses, or community members who can offer in-kind support?
- Which project components might be suitable for cost-sharing?
- What funding streams (grants, local budget lines, private sponsorships) can we realistically apply for?
- If full funding isn't available upfront, which phases or tasks can we start with?
- Is there potential for crowdfunding, local fundraising events, or donations?





**Outcome: A Work Plan with identified milestones, deliverables, timeframes and a budget.**

## Step 3 | Spread the Word

### Set the stage

The community will want to know the basics of the STR program in your town, such as who is involved, what it entails, when it will occur, and where it will occur.

| MESSAGE                                                                               |                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b>                                                                              | <b>What will you say?</b>                                                                                                                                                                                                                                                                    |
|    | Tailor messages to your audience, such as demonstrating how the project benefits local businesses. Communicate who is involved, provide funding information, and show how people can participate. Adjust your message for different groups, like high school students, seniors, and farmers. |
| AUDIENCES                                                                             |                                                                                                                                                                                                                                                                                              |
| <b>2</b>                                                                              | <b>To whom will you say it?</b>                                                                                                                                                                                                                                                              |
|  | Target your outreach to key groups identified during the Stakeholder Mapping, including homeowners, business owners, civic organisations, retirees, low-income groups, and youth.                                                                                                            |

## COMMUNICATION CHANNELS

3

### What methods will you use to deliver it?



Spread the word through various communication channels, including local newspapers, radio stations, websites, email lists, social media, town gatherings, and utility bills. List these opportunities and determine which channels are most effective in reaching different groups. Be aware of the deadlines for submitting newspaper notices and obtain the contact details for radio stations.

## MESSENGERS

4

### Who will deliver the messages?



Certain messengers are better suited for specific messages or audiences. Stakeholder mapping helps identify who can relay messages to particular groups. Your team members are messengers, and this should be part of their role.

## MEASUREMENTS

5

### How will you know that you are successful?



The best way to evaluate your outreach efforts is to ask a quick set of questions at your event. It will give you a clear indication of who you have reached through which initiative. Example of questions you can ask:

- How did you hear about the event?
- How old are you?
- In which neighbourhood or ward do you live?
- How long have you lived there?
- How would you describe your level of involvement with this project so far? Response options: A lot, Some, Not much, A little bit, or I'm a first-timer.

## Prepare a Communication Plan

The primary purpose of the Communication Plan is to provide the Municipal and Community Task Team with a roadmap for effective communication integral to the successful execution of the Small-Town Regeneration Strategy in your town.





For guidance on developing a Communications Plan for the town's regeneration, see the [STEP 3](#) resource, the [COMMUNICATIONS PLAN VIDEO](#), and the accompanying [PRESENTATION](#). Use the [COMMUNICATION AND MARKETING PLAN TEMPLATE](#) to support the development of the plan.

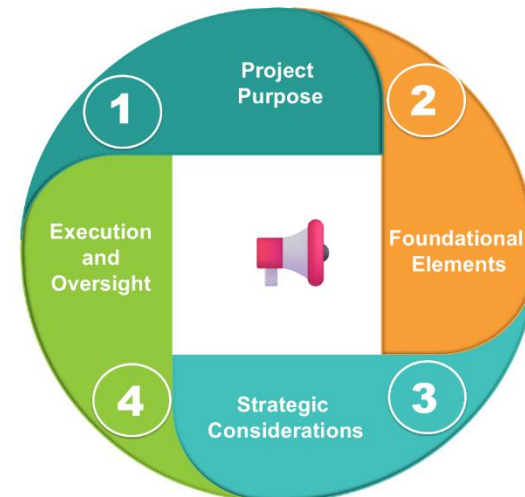
The Communications Plan can be structured according to the following:

1. **Project Purpose:** Clarify your message with two or three key ideas about your regeneration efforts.
2. **Foundational Elements**
  - **Communication Goals:** Define what you aim to achieve, such as increasing participation or showing the benefits of the Small Town Regeneration (STR) process.
  - **Context and Scope:** Set boundaries and focus areas, clarifying responsibilities for the communication team and departments involved in STR.
  - **Communication Environment:** Understand the town's unique challenges, such as infrastructure deficits and political instability, to craft tailored strategies.
3. **Strategic Considerations**
  - **Communication Challenges:** Address hurdles such as language barriers and diverse communication preferences by selecting the right tools and promoting inclusive communication practices.

- **Themes and Messages:** Identify central themes and messages that highlight the program's impact and align communication efforts.
- **Messengers:** Choose respected and trusted individuals to deliver messages effectively and engage the audience.
- **Stakeholder Segmentation:** Identify all stakeholders, including local communities, NGOs, and funders, and keep them informed about progress and outcomes.

#### 4. Evaluation and Oversight

- **Monitoring and Evaluation:** Regularly assess the effectiveness of communication efforts through surveys, data analysis, reviews, and feedback loops.
- **Communication Action Plans:** Develop high-level and adaptable plans for information sharing, media engagement, social media, team communication, and event management to achieve program goals.





**Outcome: A Communication Plan with action plans in terms of how and where information will be shared.**

### Build awareness

This task is about raising awareness, sparking interest, and fostering goodwill for your efforts by making a positive impression. Establishing credibility and trust requires openness about both successes and setbacks. Residents should understand the process, see its community and personal benefits, and be eager to participate. A key outcome of Phase 1 is to have a well-informed and engaged community that values the STR process.

Use soft and hard launch approaches to introduce and promote awareness. Start with low-risk, easy activities (a soft launch) to generate interest, which will lead to a more impactful event (a hard launch). Examples of soft-launch activities include:

- Presenting at a ward committee meeting.
- Setting up an information station at local festivals or community events.
- Organizing volunteers for one-on-one outreach.
- Starting a social media campaign.

#### Questions to ask

- What are the gathering places where your community's different networks hang out: coffee shops, hair salons, bars?
- What activities do your networks regularly attend: group meetings, sports events, community suppers, ball games, community celebrations?

- Where do your different networks get their news: local newspaper, local radio or television, bulletin boards, websites, coffee shops?
- A particular network may get information in a variety of ways; it's important to figure out which ones are the most effective so that you don't spend a lot of time and money using ones that don't work that well. Also, seek opportunities that hit multiple networks. For instance:
- What community events offer the chance to mingle with multiple networks (town-wide festivals, church suppers, school sports events)?
- Which local media channels hit multiple networks?



**Outcome: Awareness campaign to assist with buy-in and support, and to invite volunteers to join the Community Task Team**

#### An example from the piloting of the STR in Piketberg

- In Piketberg, the Municipal Task team Project Manager hosted various business stakeholders operating in Piketberg at the local museum to inform them of the STR programme in town. See the [Facebook](#) post from the event.
- Another example of a soft-launch approach was the Mayor of Piketberg inviting the community in a video message that was circulated on social media, WhatsApp, and on TV's at the offices of the local municipality. See the message from the mayor on [YouTube](#)

## The key steps, actions and outcomes for Phase 1: Lay the Foundation

| PHASE                        | STEPS                        | ACTIONS                                                              | OUTCOME                                          |
|------------------------------|------------------------------|----------------------------------------------------------------------|--------------------------------------------------|
| Phase 1   Lay the Groundwork | Step 1<br>Get Organised      | Get political support and buy-in                                     | Council Resolution                               |
|                              |                              | Set-up internal institutional arrangements                           | Dedicated Project Manager<br>Municipal Task Team |
|                              |                              | Set-up external arrangements                                         | Community Task Team                              |
|                              | Step 2<br>Create a Work Plan | Determine and refine the scope                                       | The scope of work determined                     |
|                              |                              | Design an Engagement Plan                                            | Stakeholders identified<br>Engagement Plan       |
|                              |                              | Create a Work Plan and budget                                        | Work Plan and Budget                             |
|                              | Step 3<br>Spread the Word    | Identify audience, communication channels, messages and action plans | Communication Plan                               |
|                              |                              | Plan soft and hard launch events                                     | Awareness Campaign                               |



Refer to the [CHECKLIST](#) resource for the necessary elements that must be in place by the conclusion of Phase 1. You are invited to test your knowledge by clicking the provided link, which will take you to a short quiz to reinforce key concepts and insights from Phase 1: [PHASE 1 KNOWLEDGE CHECK](#)



**Phase 2**  
**Explore your**  
**community**  
**and Town**



## Phase 2 | Explore your community and town

*Phase 2 speaks to exploring the assets and strengths of your community and town. It entails reconnecting with what residents cherish about their surroundings and translating these emotional connections into the heart of our town. This involves delving into its rich history, vibrant culture, and stories of resilience and solidarity. By recognising and celebrating these qualities, we empower ourselves to shape the future of our town, supporting local businesses, preserving green spaces, and fostering a sense of belonging.*

### EXPLORE YOUR COMMUNITY AND TOWN



#### Step 1 | Gather information

- Develop a community vision
- Undertake an assessment of community assets
- Conduct a participatory appraisal of the four development pillars

#### Step 2 | Identify what matters most

- Analysis of data
- Synthesis of data
- Understanding community values and priorities

#### Step 3 | Feedback and validation

- Key messages to communicate
- Frequency of providing feedback
- Celebrating progress



The [CONTEXTUALISING PHASE 2](#) Report provides a comprehensive overview of the significance of Phase 2, detailing its primary focus, engagement objectives, and key participants.

## Step 1 | Gather information

Regeneration efforts rely on comprehensive information gathering about the community, which is crucial for sustainable growth. This approach helps identify and leverage the town's unique assets, such as historical landmarks and human capital and



highlights development opportunities, like repurposing abandoned structures and fostering local entrepreneurship. Committed to community engagement, this process empowers residents to shape their town's future, ensuring that regeneration efforts are evidence-based, inclusive, and reflective of community needs and aspirations.



Exploring a town goes beyond knowing where things are; it is about understanding its people, history, uniqueness, and potential for sustainable growth. See the [EXPLORE YOUR COMMUNITY AND TOWN VIDEO](#) and [PRESENTATION](#) to learn more.

## Develop a Community Vision

Visioning is a collaborative process in which community stakeholders define a shared vision for their community's future. Guided by facilitators, participants visualise their ideal community, working in small groups to illustrate their visions. They then discuss and summarise these elements, with follow-up meetings to refine and plan implementation. This inclusive process motivates participants and gives them a say in their community's future.

Broadly, community visioning takes into account:



The things people love about their community and want to retain.



The challenges and issues they want to address and solve.



New aspects they'd like to see become a part of their community fabric.



For more details on developing a Community Vision, please refer to the [STEP 1 TASK 1.1 VISION](#) resource.

### Point to Ponder on

When a community takes the time to get to know itself, it develops a sense of identity and purpose that informs its decisions about the future.

A combination of the following visioning methods can be applied:

- **Broad:** Community-wide, highly accessible engagement via an online questionnaire that enables everyone who wants to be involved to do so in a way that works for them.
- **Targeted:** Focused conversations with particular groups, segments or stakeholders via interviews.
- **Deliberative:** A specially convened, representative, and informed workshop.



*When a community takes the time to get to know itself, it gains a sense of identity and purpose that informs decisions about its future.*

*Lyman Orton*

The central outcome of a visioning exercise is the development of a concise, aspirational, and forward-thinking vision statement that encapsulates the community's collective aspirations for the future. This statement should be inspiring, easy to understand, and reflective of the community's values and priorities.

## Undertake an Assessment of Community Assets

Understanding and harnessing community assets, such as individuals, structures, services, institutions, and organisations, is crucial for fostering growth and enhancing residents' quality of life. Recognising these diverse resources allows residents to leverage their strengths to address challenges, build connections, and create a more vibrant and inclusive environment.

### Point to Ponder on

When it comes to building community, first focus on what is strong, not what is wrong.

The techniques for identifying community needs and assets include firsthand observations through windshield and walking tours, key informant interviews for qualitative insights, asset maps for visualising resources, and focus groups for discussing strengths. Inventories document capacities, visioning exercises shape the community's future, and creative assessments capture perceptions. Combining these methods ensures a comprehensive and inclusive approach to community development.



Please refer to the [STEP 1 TASK 1.2 ASSETS](#) resource to learn more about assessing community assets.

### INFO BOX

Examples of potential topics to discuss include:

- how the community has met challenges or accomplished goals in the past;
- sources of community pride;
- who gets things done in the community;
- the nature of social connectedness, cohesion and affiliation among neighbours (social capital);
- the level of trust between citizens and local government, business, financial, and social service institutions;
- the array of community values and interest groups;
- and perspectives on what a healthy community is.



After assessing community assets, the outcome would be a comprehensive inventory of the town's resources, strengths, and development opportunities.

This includes:

- A detailed map of physical assets like schools, landmarks, parks, and community centres.
- A list of key community leaders, organisations, and institutions, along with their roles and potential for collaboration.
- A summary of focus group discussions highlighting community strengths, talents, aspirations, and areas for improvement.
- An inventory of individual skills, talents, and interests from surveys or engagement activities.

This assessment offers valuable insights into the community's assets and capacities, laying the foundation for strategic planning, collaboration, and informed decision-making in regeneration efforts.

### Undertake an Assessment of the Four Development Pillars

The Development Pillar Appraisal evaluates four key sectors of planning and development: physical, social, economic, and institutional environments within a community. The assessment utilises structured focus group sessions (one for each sector) to gather insights on current challenges and future development opportunities, drawing on the knowledge and experience of local stakeholders. Facilitators guide the discussions to surface key themes and practical considerations for future planning. This process helps the community gain a

deeper understanding of its development context and the choices and strategies available for sustainable growth and improvement.



Please refer to the [STEP 1 TASK 1.3 DEVELOPMENT PILLARS](#) resource to learn more about how to appraise the four development pillars.

*The community always knows best. They always know what their needs are, and the first thing we need to do is listen deeply to that." –*

*Kara Hurst, Chief Sustainability Officer at Amazon*

The following steps inform the first stage of the process in conducting an appraisal of the four development pillars:

### 1 Preparation

- Identify key stakeholders from various community sectors, including local government officials, community leaders, business owners, residents, and relevant organisations.
- Confirm the Municipal and Community Task Team's responsibilities in coordinating the appraisal process, specifying who will arrange the workshop and conducting one-on-one interviews.
- Develop assessment tools, such as questionnaires, surveys, and focus group discussion guides, to gather input on each development pillar, using the questions outlined in the Manual as a guide.

### 2 Community Engagement

- Conduct awareness campaigns using community meetings, social media, posters, and flyers to inform residents about the participatory appraisal process and encourage participation.
- Organise a workshop or town hall meeting to introduce the appraisal process, explain the importance of assessing development pillars, and invite community members to share their insights and concerns.

### 3 Data collection

- Distribute surveys or conduct interviews to gather quantitative and qualitative data on each development pillar, focusing on strengths, weaknesses, opportunities, and threats.
- Organise focus group discussions with diverse community members to explore specific issues, using open-ended questions to encourage dialogue and brainstorming.

## Step 2 | Identify what matters most

### Analysis of data

The Municipal and Community Task Team needs to organise the collected data from various sources into a coherent, structured format for analysis and informed decision-making. This involves ensuring consistency in formatting, labelling, and categorisation. For example, survey responses should be entered into a spreadsheet, while focus group transcripts should be organised by topic. This process helps uncover intricate community details often overlooked in public



*Data becomes powerful when it's organised with care and analysed with purpose. In community regeneration, structured analysis transforms scattered insights into clear priorities that reflect the voices and values of the people.*

discussions. A committed team is essential for efficiently managing data and incorporating diverse perspectives to ensure valid outcomes. The information should be analysed immediately or reviewed later with a varied audience to avoid bias.



Refer to the [PHASE 2: STEP 2 and STEP 3](#) resources to learn more about analysing and synthesising data and community values, and the importance of feedback and validation in Phase 2

### **PRACTICAL APPLICATION**

Outlined below are six specific aspects to pay attention to when analysing the information:

1. **Themes:** Themes serve as an organisational framework for the various details conveyed within each narrative. Examples of themes include a sense of community, appreciation for nature, or feelings of safety.
2. **Personal Benefits:** Often, a particular theme holds personal significance for the individual. For instance, a strong sense of community may make a community member feel supported and welcomed, while an appreciation for nature might be linked to relaxation and fitness.
3. **Assets and Attributes:** Information gathered during the assessment of assets will reveal places, events, or interactions that highlight what individuals value. These tangible details encompass the social, physical, or environmental aspects that either reinforce or detract from their priorities.
4. **Issues and Concerns:** Discussing a place often involves addressing day-to-day concerns; such expressed concerns are seen as opportunities to delve deeper into residents' underlying values and perspectives. For example, youth in the community are concerned about limited recreational opportunities, citing a lack of safe spaces for gatherings and activities. This absence contributes to feelings of boredom and isolation and hampers mental well-being.
5. **Hopes or Goals:** Residents frequently express their aspirations for the future, reflecting desired outcomes rather than specific actions or projects. Goals, such as safer streets, offer insights into what residents value about

their community and should be explored further before envisioning particular initiatives.

6. **Ideas:** Residents may propose various actions or project ideas, ranging from a new playground to infrastructure improvements. These ideas can help identify community priorities and should be documented for further consideration in later phases. Implementing feasible ideas promptly can empower residents and demonstrate progress in the town’s regeneration efforts.

### Synthesis of data

Data can be synthesised by conducting a SWOT analysis, which involves categorising strengths, weaknesses, opportunities, and threats to provide a strategic overview of the community. This process consolidates diverse data points and insights gathered from various sources into a clear, structured format. By organising data in this way, a SWOT analysis helps stakeholders understand the community's current strategic position and informs decision-making and planning.

Identify the current state and areas for improvement. Strengths could include



Warren Buffett’s quote, *“Someone’s sitting in the shade today because someone planted a tree a long time ago,”* reminds us that the rewards of tomorrow depend on the decisions made today. A SWOT analysis supports this mindset by helping teams think ahead, identifying what works, what needs attention, and where new opportunities or risks lie.

social cohesion, active participation, local businesses, cultural heritage, and recreational facilities. Weaknesses may consist of limited job opportunities, inadequate transportation, poor access to healthcare, or infrastructure issues. Align these with community goals to prioritise initiatives.

Identify external factors affecting the future. Opportunities include emerging industries, funding, partnerships, and demand for local goods. Threats could be economic downturns, population decline, regulatory changes, or environmental hazards. This aids in strategic planning and development.

### Understanding Community Values

Using organised data, the combined Municipal and Community Task Team crafts statements that capture the community's key themes and goals, guiding decisions and prioritising actions. These statements express what matters most to residents, highlighting community connections and unique characteristics while focusing on positive aspects.

Developing community statements fosters mutual understanding about



*When a community takes time to understand what truly matters to its people, it creates a shared foundation for action. These values, rooted in everyday experiences, guide decisions and shape a vision that is collectively owned and future-focused.*

what matters to the community. These statements should reflect its unique attributes and benefits in no more than two sentences. They should provide guidance for decisions without including specific goals and strategies.

The process involves:



Start by identifying the overarching theme that matters to the community. For example, the theme might be “*Safe Community*.” This sets the focus for the engagement and helps align all subsequent inputs and conversations.

Gather comments and reflections from residents about everyday experiences that relate to the theme. For example, a resident might say, “The storeowner knows me and my children by name.” These insights reflect what community members value in their daily lives.

Connect these attributes to why they are meaningful. In the example provided under Gather, the connection might be, “I feel known, and my kids can go to the store on their own.” This helps translate local stories into values that can guide decision-making and planning.



Refer to the [PHASE 2 IMPLEMENTATION MANUAL](#) for more details on Steps 1 to 3 of Exploring the Community and Town.

The following three key elements generally guide a statement:

| AN ACTION WORD OR VERB                                                                               | WHAT IS IMPORTANT                                                                                                                                     | WHY IS IT IMPORTANT                                             |
|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| Treasure, Stimulate, Foster, Enhance, Encourage, Treasure, Value, Develop, Recognise, Preserve, etc. | This speaks to attributes such as Collaboration, Accessibility, Innovation, Sustainability, Resilience, Affordability, Diversity, and Natural Beauty. | This highlights the benefits for residents.                     |
| <b>We treasure</b>                                                                                   | <b>the natural environment and the ability to access the mountains surrounding our community</b>                                                      | <b>as it contributes to the overall health of our community</b> |

It is proposed that goals be developed for each statement. Goals represent the desired state or condition that the community aims to reach. Unlike specific actions or tasks, goals provide a broad direction or focus for community development efforts. Goals define the desired outcomes or conditions, while strategies outline the particular actions or approaches to achieve those outcomes. Together, they provide a framework for guiding community development efforts and realising the vision articulated by the community.

### PRACTICAL APPLICATION

Example of a community statement and goals

|                  |                                                                                                       |                                                         |                                                         |                                                          |
|------------------|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------|
| <b>Statement</b> | We recognise that agriculture is an important component of the fabric of our community's way of life. |                                                         |                                                         |                                                          |
| <b>Goals</b>     | Starting and operating a business will be easy                                                        | New businesses will choose to locate here               | Local stores will sell locally-produced products        | People who work here will be able to afford to live here |
| <b>Statement</b> | We value being a connected community where anyone can go anywhere, anytime and feel safe.             |                                                         |                                                         |                                                          |
| <b>Goals</b>     | Residents will be comfortable walking their neighbourhoods.                                           | Children will be able to play in the parks and streets. | Residents will be safe walking in the streets at night. |                                                          |

To identify goals that reflect community statements, it's essential to facilitate inclusive discussions and workshops where the Municipal and Community Task Team can collaboratively articulate shared values and aspirations. Organising these workshops encourages open dialogue, allowing the Community Task Team to express what matters most to the community. During these sessions, community statements are developed to encapsulate the sentiments and priorities of residents. By analysing these statements, the Municipal and Community Task Team can identify overarching themes and common threads,

reflecting the community's collective identity and vision. Similar themes are grouped to form broader categories, laying the groundwork for defining overarching goals. These goals, which serve as strategic focal points rather than specific actions, represent the desired outcomes that the community seeks to achieve. The next step involves prioritising goals within each theme, considering their relevance, urgency, and potential impact. Throughout this process, refining and finalising the list of goals based on community feedback ensures they resonate with the community's values and priorities. These clear and actionable goals then serve as a guiding framework for future community development initiatives.



### Step 3 | Feedback and Validation

Feedback and validation processes ensure the accuracy and relevance of findings while fostering community engagement and trust. Community feedback sessions enable residents to review and contribute their insights, ensuring that their perspectives are reflected. This approach keeps residents informed and

involved, fostering a sense of ownership in development initiatives. Stakeholder validation, which involves local officials and community leaders, enhances the credibility of the findings. Presenting data to stakeholders for input refines the findings to align with broader community goals. This collaborative approach builds trust and partnership, laying a foundation for future community development efforts.

#### Key messages to be communicated during Phase 2

The feedback and validation process includes key messages to communicate during feedback:

1. **Community Collaboration:** Highlight the collaborative effort in confirming the community vision, assessing assets, and conducting appraisals, emphasising community involvement and shared decision-making.
2. **Value of Community Assets:** Highlight the importance of identifying and leveraging community assets for sustainable development, including natural resources, cultural heritage, and social networks.
3. **Participatory Approach:** Stress the active participation of community members, empowering them to shape the development agenda.
4. **Data-Driven Analysis:** Emphasise the rigour of data analysis, including SWOT analysis, and how insights inform community statements and goals.
5. **Empowerment Through Goal Setting:** Communicate the importance of setting clear goals that reflect community aspirations and guide future initiatives.
6. **Commitment to Transparency:** Reinforce transparency by sharing findings and seeking stakeholder feedback for continuous improvement.

7. **Path Forward:** Outline the following steps, including further engagement, goal refinement, and strategy development, inviting stakeholders to participate in achieving the community vision.

### Frequency of providing feedback

The frequency of community feedback during the process of confirming the vision, assessing assets, conducting appraisals, analysing data, and developing statements and goals depends on the project's timeline, complexity, and desired community engagement. Regular updates and feedback opportunities are advised throughout each stage to ensure transparency, inclusivity, and alignment with community needs. Feedback sessions or presentations should be scheduled at key milestones or checkpoints in the project timeline.

By providing regular opportunities for feedback throughout each stage of the process, stakeholders can stay informed, engaged, and empowered to contribute to the development of their community's vision and goals. This iterative approach fosters collaboration, trust, and ownership, ultimately leading to more meaningful and sustainable outcomes.

### Celebrating progress



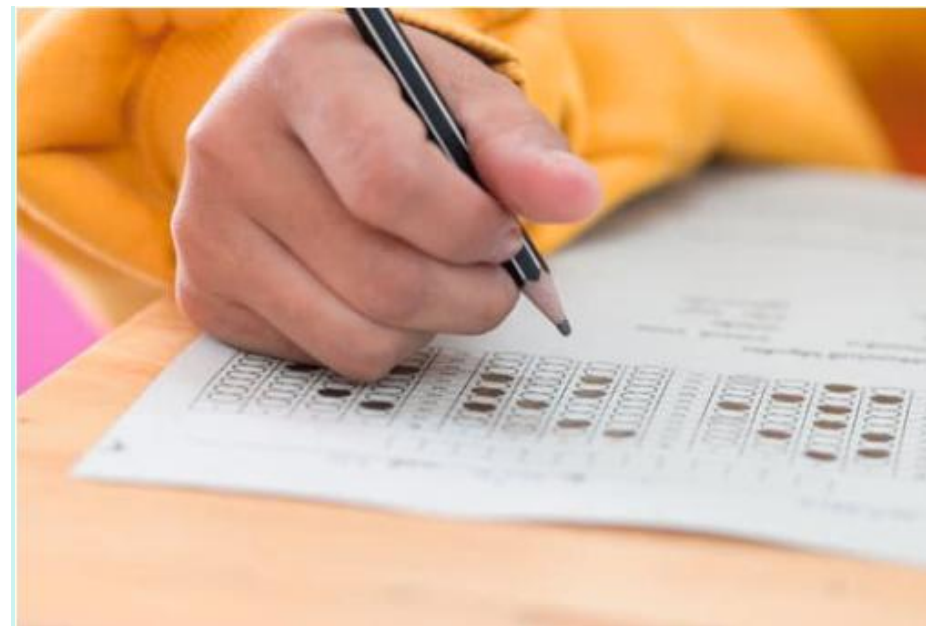
With community feedback received and the vision, statements, and goals confirmed, these should be communicated to all engaged groups. The Municipal Task Team can advocate for the Council to adopt the town's vision and statements officially. To celebrate this milestone, present the community statements as a declaration for Community Task Team members to sign and display them prominently in community halls, municipal offices, or on posters in local businesses. Distribute flyers to raise awareness. Acknowledge the Municipal and Community Task Teams' efforts by organising an appreciation event or a community-wide celebration, such as a braai, to boost morale and show gratitude for their dedication.



Refer to the [CHECKLIST](#) resource for the essential elements that must be in place by the end of Phase 2.

## The key steps, actions and outcomes for Phase 2: Explore the Community and Town

| PHASE                                    | STEPS                                        | ACTIONS                                    | OUTCOME                                      |
|------------------------------------------|----------------------------------------------|--------------------------------------------|----------------------------------------------|
| Phase 2   Explore the Community and Town | <b>Step 1<br/>Gather Information</b>         | Develop a community regeneration vision    | Vision statement                             |
|                                          |                                              | Assessment of Community Assets             | Asset/resource inventory<br>Asset map        |
|                                          |                                              | Assessment of the four development pillars | Workshops conducted and data gathered        |
|                                          | <b>Step 2<br/>Identify what matters most</b> | Analysis of data                           | Data organised and categorised               |
|                                          |                                              | Synthesis of data                          | SWOT analysis                                |
|                                          |                                              | Understand community values and priorities | Community Statements<br>Goals for Statements |
|                                          | <b>Step 3<br/>Feedback and Validation</b>    | Identify key messages                      | Messages to be communicated                  |
|                                          |                                              | Provide feedback                           | Feedback schedule                            |
|                                          |                                              | Celebrate progress                         | Celebration event                            |



You are invited to test your knowledge by clicking the provided link, which will take you to a short quiz to reinforce key concepts and insights from Phase 2: [PHASE 2 KNOWLEDGE CHECK](#).



**Phase 3  
Design and  
Resolve**



## Phase 3 | Design and Resolve

Phase 3 involves understanding the community and the town being planned for. This understanding enables the generation of ideas, decisions, and actions that align with the town's needs and priorities. Ideas lead to creating options, which are then assessed and prioritised. Once specific options are selected, formal decision-making and action plans are necessary to secure a commitment from the community, local municipality, and other stakeholders such as civil and business organisations.



**DESIGN AND RESOLVE**

**Step 1 | Develop Options**

- Ideation - brainstorming
- Identification of projects

**Step 2 | Make Choices**

- Confirm selection criteria
- Project categorisation
- Project prioritisation


**Step 3 | Formalise Decisions**

- Create an Action Plan

detailing its primary focus, engagement objectives, and key participants.

### Step 1: Develop Options


In the development of options, also referred to as ideation, both divergent and convergent thinking are crucial. Divergent thinking generates a wide range of ideas through brainstorming, workshops, and inspiration from case studies and collaborations, prioritising quantity over quality. Convergent thinking then evaluates and selects the best ideas through the development of criteria, structured debates, and techniques such as ranking and feasibility studies. An iterative process with feedback and collaboration ensures continuous improvement. This balanced approach yields innovative and feasible projects that drive sustainable development in small towns. The



**CONSIDER YOUR OPTIONS**

*The best way to have a good idea is to have a lot of ideas."*

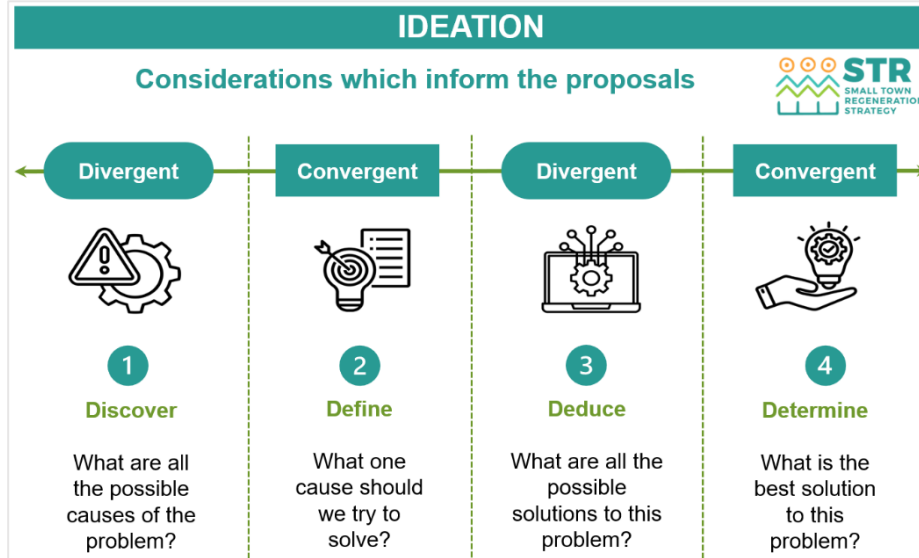
Linus Pauling



Phase 3 is where the ideas and insights from earlier phases are transformed into clear, actionable plans. This phase is crucial, as regeneration efforts can lose momentum without focused decisions and a defined roadmap. See the [DESIGN AND RESOLVE VIDEO](#) and [PRESENTATION](#) to learn more.

The [CONTEXTUALISING PHASE 3](#) Report provides a comprehensive overview of the significance of this phase,

following figure illustrates the interplay between divergent and convergent thinking in project proposals.



During the piloting of the STR, two processes were tested in Phase 3: the **PARTICIPATORY APPRAISAL OF COMPETITIVE ADVANTAGES** process and the **PRECINCT PLAN** process. If you prefer to follow one of these processes, please refer to the respective resources.

## Brainstorming and identification of projects

Facilitating brainstorming sessions with stakeholders harnesses collective creativity and expertise to enhance the town's attractiveness and competitiveness. These sessions bring together residents, businesses, community organisations, and government agencies to share insights, identify challenges, and propose innovative solutions. The focus includes economic development strategies designed to stimulate business growth, attract investment, and create job opportunities.



### PRACTICAL APPLICATION

Here is a practical example of how to conduct a brainstorming session:



#### Step 1: Planning and Organising the Session

- Identify Stakeholders: Include residents, local business owners, representatives from the chamber of commerce, community organisations, urban planners, and municipal government officials.
- Set Objectives: Define clear goals for the brainstorming session, such as generating ideas to improve the physical

appearance of Main Street, enhance business opportunities, and increase foot traffic.



### Step 2: Conducting the Brainstorming Session

- Icebreaker Activity: Start with an activity to encourage participation and open dialogue. For instance, the participants were asked to share one positive aspect they love about Main Street.
- Present Current Situation: Provide an overview of Main Street's current state, including challenges such as vacant storefronts, a lack of green spaces, and limited parking.
- Idea Generation: Use brainstorming techniques like mind mapping, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), or the SCAMPER method (Substitute, Combine, Adapt, Modify, Put to another use, Eliminate, Rearrange).



### Step 3: Collaborative Discussion

- Break into Smaller Groups: Divide participants into groups to focus on specific areas such as aesthetics, business development, and community engagement.
- Facilitated Discussions: Each group discusses and lists potential solutions. For example, one group might propose creating a community garden or installing public art, while

another focuses on incentives for new businesses or organising street festivals.

- Share and Refine Ideas: Groups present their ideas to the larger group, receive feedback, and refine their proposals.

Community development initiatives aim to foster social cohesion, inclusivity, and civic engagement, ensuring residents feel connected and empowered. Environmental sustainability is also prioritised, with ideas for conservation, renewable energy projects, and green infrastructure. These brainstorming sessions tap into the collective wisdom of stakeholders to identify priorities and develop strategies that address diverse needs, thereby fostering a vibrant, resilient, and thriving community.

Perception of a space influences engagement and ownership. Therefore, it is recommended that quick, visible successes be achieved to attract community buy-in. A town's appearance also affects investor attraction and community investment. In this instance, interventions should focus on cleaning, repairing, planting, and painting with the support of volunteers.



### PRACTICAL APPLICATION

The following is an illustration of the type of projects that can be identified:

- **Appearance Projects:** Implement quick and visible successes to attract community buy-in.
- **Property Development:** Create a secure, investor-friendly environment to strengthen the area as a hub for education, creativity, and tourism.
- **SMME and Township Economy:** Develop an effective marketplace for ideas, products, and services, with a focus on job creation.
- **Tourism:** Enhance the brand and identity of the region.
- **Institutional:** Foster collaboration, good governance, accountability, transparency, and efficient service delivery.
- **Safety and Security:** Ensure a safe and secure environment for residents and investors.

These categories are illustrative; they will vary from town to town, depending on the unique circumstances and each town's regeneration vision.



**Outcome: A list of projects that will be considered during Step 2: Make Choices.**

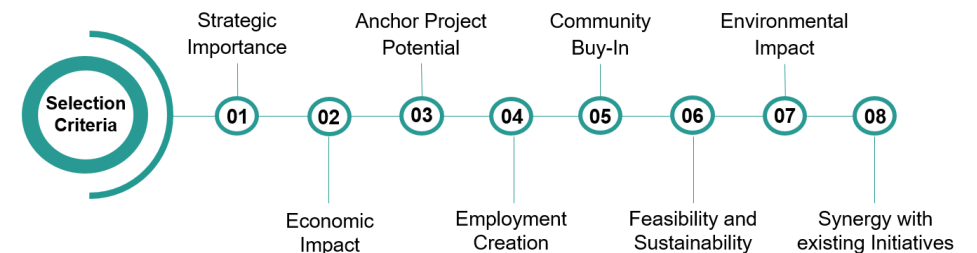
### Step 2: Make choices



*Regeneration isn't just about undertaking projects; it's about selecting the right ones. The best projects deliver real impact, build momentum, and reflect the community's values and aspirations.*

### Selection criteria

When selecting a project, several key factors must be considered to ensure its alignment with strategic goals and potential for positive impact. The selection process typically follows these criteria:



**Strategic Importance:** Projects should align with the town's overarching regeneration vision and long-term goals. This includes enhancing infrastructure, improving public spaces, or boosting the town's cultural and historical assets.

**Economic Impact:** Assessing the potential economic benefits is crucial. Projects that can stimulate the local economy, attract investment, and increase property values are prioritised. This includes initiatives to drive tourism, support local businesses, or enhance the marketplace.

**Anchor Project Potential:** Anchor projects are those with the capacity to attract further development and investment. They serve as catalysts for broader regeneration efforts. A project with high visibility and the potential to transform the town's image and appeal can be considered an anchor project.

**Employment Creation:** The potential for job creation is a significant consideration. Projects that can generate short-term construction jobs and long-term employment opportunities are favoured. This is especially important in areas with high unemployment rates.

**Community Buy-In:** The level of community support and involvement is vital. Projects that have strong backing from residents and stakeholders are more likely to succeed and sustain momentum.

**Feasibility and Sustainability:** Evaluating the project's feasibility, including its financial viability, technical requirements, and long-term sustainability, is essential. Projects should be achievable within the available resources and capable of maintaining benefits over time.

**Environmental Impact:** Considering the environmental implications is crucial. Projects should promote sustainability, reduce negative environmental impacts, and enhance the town's ecological health.

**Synergy with Existing Initiatives:** Projects should complement and enhance existing initiatives rather than duplicate efforts. This ensures a cohesive and integrated approach to town regeneration.

By weighing these factors, towns can select projects that not only meet immediate needs but also contribute to long-term growth and development. Each project is selected based on its ability to deliver measurable benefits, align with strategic priorities, and foster a vibrant and sustainable community.



Refer to the [PHASE 3 IMPLEMENTATION MANUAL](#) for more details on Steps 1 to 3 of Design and Resolve.

### **PRACTICAL EXAMPLE**

**Project Description:** The Historic Town Square Revitalisation aims to transform the town's central square into a vibrant public space that celebrates local culture and history while serving as a hub for economic and social activities. The project includes restoring historic buildings, creating a pedestrian-friendly environment, enhancing green spaces, and adding amenities such as outdoor seating, public art installations, and event spaces.

**Assessment Based on Selection Criteria:**

1. **Strategic Importance:** The project enhances public spaces and preserves cultural and historical assets, aligning with the town's long-term regeneration goals.
2. **Economic Impact:** By attracting tourists and locals, the revitalised square will boost local businesses, increase property values, and create a vibrant marketplace.
3. **Anchor Project Potential:** With its high visibility and central location, the revitalised town square can attract further investment and development, transforming the town's image and appeal.
4. **Employment Creation:** The project will create short-term construction jobs and long-term employment opportunities in retail, hospitality, and event management.
5. **Community Buy-In:** Community engagement through public consultations, feedback sessions, and partnerships with local organisations ensures strong backing and active involvement from residents and stakeholders.
6. **Feasibility and Sustainability:** The project is financially viable through a mix of municipal funding, grants, and private investment. Long-term maintenance plans ensure sustained benefits.
7. **Environmental Impact:** The project incorporates green building practices, enhances green spaces, and promotes pedestrian-friendly environments, reducing environmental impact and improving ecological health.
8. **Synergy with Existing Initiatives:** The project complements existing initiatives such as local business support programs, tourism promotion

efforts, and cultural heritage preservation projects, ensuring a cohesive approach to town regeneration.

**Conclusion:** The Historic Town Square Revitalisation project aligns with the key selection criteria for small-town regeneration. It strategically enhances public spaces, stimulates the local economy, serves as an anchor for further development, creates job opportunities, enjoys strong community support, is feasible and sustainable, promotes environmental health, and complements existing initiatives. This project is well-suited to drive meaningful and lasting improvements in the town.

The Project Evaluation Matrix below is a tool used to assess and compare regeneration projects based on defined selection criteria. The example illustrates the suggested format.

| Criteria                       | Weight | Project A<br>Historic Town<br>Square<br>Revitalisation | Project B<br>Community<br>Green<br>Space<br>Initiative | Project C<br>Local<br>Business<br>Incubator |
|--------------------------------|--------|--------------------------------------------------------|--------------------------------------------------------|---------------------------------------------|
| Strategic Importance           | 15%    | 9                                                      | 7                                                      | 8                                           |
| Economic Impact                | 20%    | 8                                                      | 6                                                      | 9                                           |
| Anchor Project Potential       | 15%    | 10                                                     | 5                                                      | 7                                           |
| Employment Creation            | 15%    | 7                                                      | 5                                                      | 10                                          |
| Community buy-in               | 10%    | 9                                                      | 10                                                     | 8                                           |
| Feasibility and Sustainability | 10%    | 8                                                      | 9                                                      | 7                                           |

|                                   |             |              |              |              |
|-----------------------------------|-------------|--------------|--------------|--------------|
| Environmental Impact              | 10%         | 6            | 10           | 7            |
| Synergy with Existing Initiatives | 5%          | 9            | 8            | 6            |
| <b>Total Score</b>                | <b>100%</b> | <b>8.25*</b> | <b>7.25*</b> | <b>8.05*</b> |

\* Weighted total

### PRACTICAL EXAMPLE

#### Weight Calculation and Total Scores

To calculate the total score for each project:

1. **Multiply** the score for each criterion by the corresponding weight.
2. **Sum** these weighted scores to get the total score for each project.

Example Calculation for Project A:

Strategic Importance:  $9 * 0.15 = 1.35$

Economic Impact:  $8 * 0.20 = 1.60$

Anchor Project Potential:  $10 * 0.15 = 1.50$

Employment Creation:  $7 * 0.15 = 1.05$

Community Buy-In:  $9 * 0.10 = 0.90$

Feasibility and Sustainability:  $8 * 0.10 = 0.80$

Environmental Impact:  $6 * 0.10 = 0.60$

Synergy with Existing Initiatives:  $9 * 0.05 = 0.45$

**Total Score for Project A:**  $1.35 + 1.60 + 1.50 + 1.05 + 0.90 + 0.80 + 0.60 + 0.45 = 8.25$

This matrix compares projects, helping stakeholders make informed decisions based on strategic priorities and potential impacts.

### Project categorisation

When selecting and classifying projects, they can generally be categorised into three types: strategic projects, supportive projects, and identified need projects. Understanding these classifications helps ensure a balanced and practical approach to town regeneration.

#### Strategic Projects

These are high-priority initiatives that align closely with the town's long-term vision and strategic goals. Strategic projects often serve as cornerstone initiatives that have the potential to transform the town's landscape, economy, and overall appeal. Examples



include redevelopment of the town's transport hub (e.g., taxi rank or intermodal facility) to improve mobility and regional connectivity, expansion of bulk infrastructure (water, sanitation, electricity) to unlock new industrial or mixed-use precincts, regeneration of the town centre through streetscaping, pedestrian zones, façade upgrades, and public space improvements, major cultural or educational facilities, and significant urban renewal efforts. These strategic projects are large in scale, visible in nature, and central to the town's

long-term regeneration. They're designed not just to solve immediate challenges but to reposition the town for future growth, investment, and prosperity, often acting as the spark for a wave of supportive and complementary initiatives.

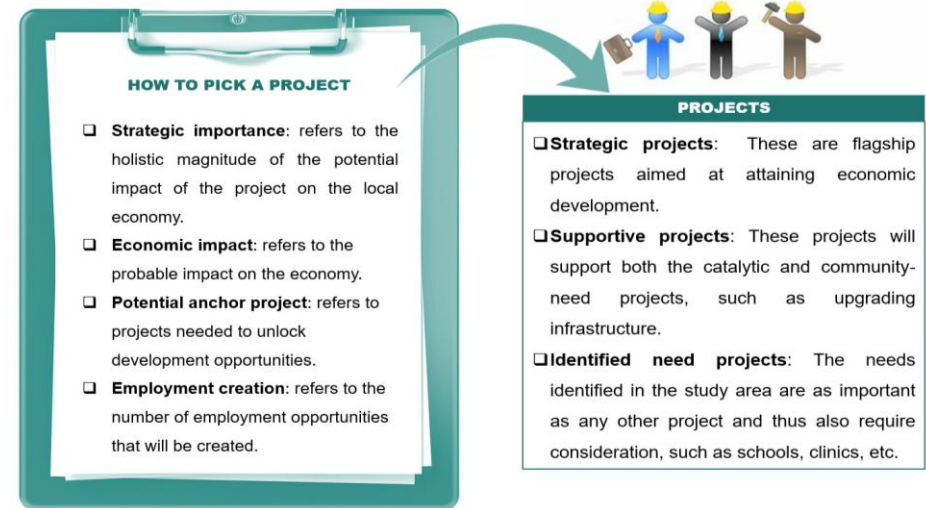
### Supportive Projects

Supportive projects are designed to complement and enhance the effectiveness of strategic projects. They often address specific needs that facilitate the success of larger initiatives. These projects might include installing street lighting and signage around a revitalised town square to improve safety and wayfinding, greening initiatives like tree planting or pocket parks that enhance the setting around a primary tourism anchor, enhancements to public services, skills training programmes aligned with employment needs of a planned agro-processing hub, or initiatives that support local businesses, etc. While they may not have the high visibility or immediate impact of strategic projects, supportive projects are crucial for creating a conducive environment for broader regeneration efforts. They're the enablers, connectors, and amplifiers that ensure strategic projects are viable, inclusive, and sustainable over time.



### Identified Need Projects

These projects arise from specific needs identified by the community or through thorough assessments and evaluations. They address immediate issues or opportunities within the town that strategic or supportive projects may not cover. Identified need projects can range from small-scale community enhancements, such as the installation of seating, shaded areas, and lighting in informal gathering spots where residents naturally congregate, to targeted economic development initiatives like job training programs or small business support. These projects are crucial for addressing local concerns and ensuring that all aspects of community well-being are considered.



**PRACTICAL EXAMPLE**

**1. Project A: Historic Town Square Revitalisation**

**Type:** Strategic Project

**Description:** This project aligns closely with the town's long-term vision and strategic goals, serving as a cornerstone initiative with the potential to transform the town's landscape, economy, and overall appeal. It encompasses large-scale infrastructure development and significant urban renewal efforts, resulting in a substantial impact and serving as a catalyst for further development and investment.

**2. Project B: Community Green Space Initiative**

**Type:** Identified Need Project

**Description:** This project arises from specific community needs, addressing immediate issues such as the creation of recreational areas and local beautification efforts. It focuses on enhancing the quality of life for residents through park improvements and promoting environmental sustainability. While it may not have the same high visibility as strategic projects, addressing local concerns and contributing to community well-being is essential.

**3. Project C: Local Business Incubator**

**Type:** Supportive Project

**Description:** This project complements strategic initiatives by supporting local businesses and enhancing economic development. It addresses specific needs that facilitate the success of larger initiatives, such as providing resources and training for small businesses. Although it may not have the immediate impact of

strategic projects, it is crucial for creating a supportive environment for broader regeneration efforts.

**Project prioritisation**

The process of prioritising projects involves evaluating their feasibility, potential impact, and alignment with the town's vision and goals. This ensures that proposed initiatives are realistic, achievable, and capable of contributing to long-term development. Ideas with the most significant potential impact are prioritised to form comprehensive strategies and action plans. This strategic approach maximises initiative impact, minimises risks, and guides decision-making, focusing on priorities that benefit the community most. Criteria for project selection include investor attractiveness, economic growth potential, community benefits, local employment opportunities, support for small businesses, entrepreneurship, regional competitiveness, and implementation readiness. This systematic approach fosters the town's well-being, competitiveness, and resilience.

- CRITERIA FOR THE PROJECT PRIORITISATION**
- ✓ Investor attractiveness.
  - ✓ The benefit of the project to the municipality and the community.
  - ✓ The project's ability to employ locals.
  - ✓ The project's LED impact.
  - ✓ The project's implementation readiness.

A matrix can be used to prioritise projects, where each criterion is assigned a weight based on its importance in the prioritisation process. The following matrix prioritises the three example projects based on the provided criteria:

| Criteria                              | Weight | Project A<br>Historic Town Square Revitalisation | Project B<br>Community Green Space Initiative | Project C<br>Local Business Incubator |
|---------------------------------------|--------|--------------------------------------------------|-----------------------------------------------|---------------------------------------|
| Investor attractiveness               | 25%    | 9                                                | 6                                             | 8                                     |
| Benefit to Municipality and Community | 25%    | 8                                                | 9                                             | 7                                     |
| Ability to employ locals              | 20%    | 7                                                | 5                                             | 10                                    |
| LED Impact                            | 15%    | 9                                                | 6                                             | 8                                     |
| Implementation readiness              | 15%    | 8                                                | 9                                             | 7                                     |
| <b>Total Score</b>                    | 100%   | 8.20*                                            | 7.00*                                         | 8.00*                                 |

\* Weighted score

Based on the prioritisation matrix, the Historic Town Square Revitalisation project should be the highest priority for implementation, followed closely by the Local Business Incubator. The Community Green Space Initiative, while important, ranks third based on the given criteria. This prioritisation ensures that the projects with the most significant potential for attracting investment, benefiting the community, creating jobs, impacting local economic development, and being ready for implementation are pursued first.

### INFO BOX

#### Key Differences between the Project Evaluation Matrix and the Project Prioritisation Matrix

The **Project Evaluation Matrix** is designed to assess the suitability of various projects for town regeneration based on a set of predefined criteria. This helps in understanding how well each project aligns with the strategic goals and potential impact on the community.

The **Project Prioritisation Matrix** is designed to rank the projects based on their readiness and potential for immediate implementation. It helps determine which projects should be pursued first to achieve the most significant and immediate impact.

#### 1. Purpose:

**Evaluation Matrix:** Focuses on assessing the alignment and impact of projects with strategic goals.

**Prioritisation Matrix:** Focuses on determining which projects should be implemented first based on readiness and immediate impact.

#### 2. Criteria:

**Evaluation Matrix:** This includes strategic importance, economic impact, community buy-in, and other key factors that influence the project's success.

**Prioritisation Matrix:** Focuses on investor attractiveness, benefits to the community, job creation, LED impact, and implementation readiness.

### 3. Outcome:

**Evaluation Matrix:** Provides a comprehensive assessment of projects' alignment with strategic goals and potential impact.

**Prioritisation Matrix:** Ranks projects to identify the order of implementation based on feasibility and immediate benefits.

## Step 3: Formalise Decisions

### Create an Action Plan

Following the project assessment, the next step involves executing strategies with clear action plans, timelines, and stakeholder responsibilities for each project that was selected during the prioritisation process. The Action Plan, for example, should provide:

**Step-by-Step Breakdown:** For a project to revitalise, for example, a town's central business district, an action plan might include steps such as conducting a market analysis, developing a Precinct Plan, securing funding, obtaining permits, hiring contractors, and executing construction.

**Timeline:** Establish a project timeline with milestones. For example, Market analysis is completed by Q1, the Precinct Plan is approved by Q2, Q3 obtains Permits, and Construction is completed by Q4.

**Assigned Responsibilities:** Assign specific tasks to individuals or teams. For instance, the local planning department might be responsible for developing and approving the Precinct Plan, while a hired project manager oversees construction.

This precise approach ensures efficient and effective execution, minimising delays and maximising impact. Mechanisms for monitoring progress and evaluating effectiveness are established, allowing for timely adjustments to keep projects on track. This comprehensive approach increases the likelihood of success and optimises resource use, driving sustainable development and growth.

See Overleaf for an example of a Project Process sheet that can be developed for each project.

| APPEARANCE PROJECTS                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Problem                                                                                                                                                                                                                                             | 2. Challenges                                                                                                                                                                                                                                                                                                                       | 3. Solution                                                                                                                                                                                                                                                                                                          | 4. Vision                                                                                                                                                                                                | 5 Impact                                                                                                                                                                                                                                                            |
| <i>What problem will be addressed?</i>                                                                                                                                                                                                                 | <i>What are the unique impeding factors?</i>                                                                                                                                                                                                                                                                                        | <i>What solutions do we need to develop?</i>                                                                                                                                                                                                                                                                         | <i>What aspects of the town's vision are addressed?</i>                                                                                                                                                  | <i>How will we make a difference?</i>                                                                                                                                                                                                                               |
| <b>Project: Addressing the problem with stray animals</b>                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>• Stray animals roam the streets and exacerbate waste issues by digging in and overturning bins and spreading litter.</li> <li>• An unsightly, unattractive and unhealthy town due to stray animals.</li> </ul> | <ul style="list-style-type: none"> <li>• No visible ownership of the animals.</li> <li>• Non-active municipal pound where animals can be kept.</li> <li>• Lack of municipal vehicles to remove animals.</li> <li>• Understanding and adherence to bylaws.</li> <li>• No formal structure in charge of animal management.</li> </ul> | <ul style="list-style-type: none"> <li>• Appoint an implementing agent from the community.</li> <li>• • Co-ordinate impounding of stray animals with LM and SAPS stock theft every month.</li> <li>• Collaborate with willing local citizens who can provide the required vehicles and skilled personnel.</li> </ul> | <ul style="list-style-type: none"> <li>• The promotion and sustainability of a healthy and habitable environment.</li> </ul>                                                                             | <ul style="list-style-type: none"> <li>• Clean streets and towns for residents.</li> <li>• Impression of cleanliness, especially for visitors.</li> <li>• Create a business district where investors feel safe and confident in developing and spending.</li> </ul> |
| <b>TO RESPOND TO THE ABOVE AND TO MOVE TOWARDS IMPLEMENTATION, THE MUNICIPAL AND COMMUNITY TASK TEAMS SHOULD CONSIDER</b>                                                                                                                              |                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                     |
| 6. Current initiatives                                                                                                                                                                                                                                 | 7. People/organisations                                                                                                                                                                                                                                                                                                             | 8. Storytelling                                                                                                                                                                                                                                                                                                      | 9. Management                                                                                                                                                                                            | 10. Funding                                                                                                                                                                                                                                                         |
| <i>Can we collaborate and support other initiatives to ensure alignment?</i>                                                                                                                                                                           | <i>Who do we need to involve?</i>                                                                                                                                                                                                                                                                                                   | <i>During the project, how will we communicate?</i>                                                                                                                                                                                                                                                                  | <i>How will we track the project's progress and ensure its delivery?</i>                                                                                                                                 | <i>What will the cost be? Is funding available, and where can funding be sourced?</i>                                                                                                                                                                               |
| If yes, list current initiatives and the implementing organisation. <ul style="list-style-type: none"> <li>• Unknown</li> </ul>                                                                                                                        | <ul style="list-style-type: none"> <li>• Tim Bull from the Community Task Team</li> <li>• SAPS Stock Theft Unit</li> <li>• LM Parks Department</li> <li>• Volunteers (for example, a veterinarian)</li> </ul>                                                                                                                       | Positive articles of progress and actions on: <ul style="list-style-type: none"> <li>• Facebook</li> <li>• WhatsApp Groups</li> <li>• Local News Papers</li> </ul>                                                                                                                                                   | Implementation Agent to provide a monthly progress report to the Municipal and Community Task Team on the number (reduction and increase) of stray animals impounded and highlight where help is needed. | <ul style="list-style-type: none"> <li>• Impound fees</li> <li>• Donations from local community organisations, businesses, and community members</li> <li>• Municipal subsidies</li> </ul>                                                                          |

## The key steps, actions and outcomes for Phase 3: Design and Resolve

| PHASE                        | STEPS                                 | ACTIONS                                      | OUTCOME                                                                           |
|------------------------------|---------------------------------------|----------------------------------------------|-----------------------------------------------------------------------------------|
| Phase 3   Design and Resolve | <b>Step 1<br/>Develop Options</b>     | Brainstorming and project identification     | List of projects to go through a selection process                                |
|                              | <b>Step 2<br/>Make Choices</b>        | Identify selection criteria                  | Selection criteria confirmed and agreed on                                        |
|                              |                                       | Categorise projects                          | Project Categorised as either a Strategic, Supportive or Identified Needs Project |
|                              |                                       | Prioritise projects                          | Priority projects list                                                            |
|                              | <b>Step 3<br/>Formalise Decisions</b> | Step-by-step breakdown of actions            | Action Plan                                                                       |
|                              |                                       | Establish a project timeline with milestones |                                                                                   |
|                              |                                       | Assign responsibilities                      |                                                                                   |



For the essential elements that must be in place by the end of Phase 3, refer to the [CHECKLIST](#) resource. You are invited to test your knowledge by clicking the provided link, which will take you to a short quiz to reinforce key concepts and insights from Phase 3: [PHASE 3 KNOWLEDGE CHECK](#)



**Phase 4  
Take  
Action**



## Phase 4 | Take Action

Phase 4: Take Action focuses on implementing the action plan developed in Phase 3. The goal is to achieve lasting results by implementing the planned activities. This phase is crucial for ensuring that the community's efforts are translated into tangible outcomes.

**TAKE ACTION**

**Step 1 | Mobilise resources**

- Setup and Implementation Team
- Gather and align resources

**Step 2 | Follow through**

- Implement the Action Plan
- Cultivate collaboration

**Step 3 | Monitoring and evaluation**

- Setup systems for regular data collection
- Reporting and feedback on progress

Phase 4: Take Action is the implementation stage where the plan is put into motion. It focuses on turning the community's plans into a real, lasting impact by delivering tangible results. This phase brings earlier strategies to life, shifting from planning to practical execution. See the [TAKE ACTION VIDEO](#) and [PRESENTATION](#) to learn more.

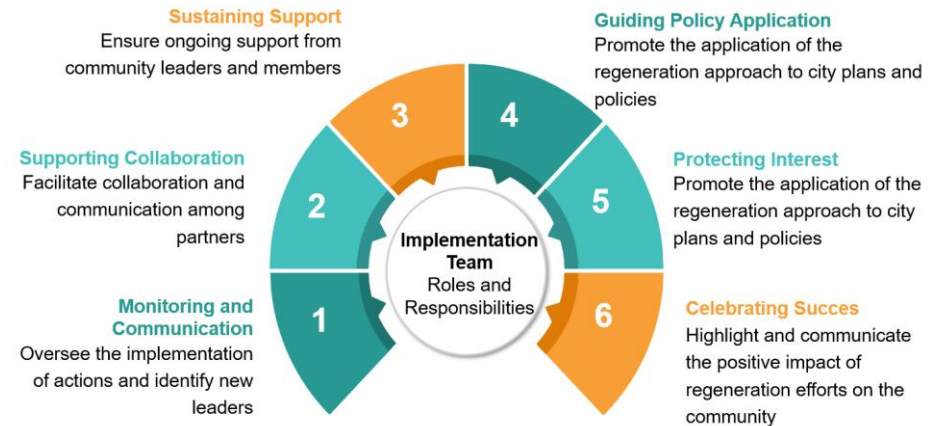


Refer to the [PHASE 4 IMPLEMENTATION MANUAL](#) for more details on Steps 1 to 3 of Take Action.

## Step 1: Mobilise resources

### Set up an Implementation Team

While some committees may disband after fulfilling their commitments, ensuring the continued success and utilisation of the STR within the community is essential. Identify leaders who will oversee actions, decisions, and outcomes to achieve community goals. Establish a dedicated Implementation Team to support the long-term execution of the regeneration strategy by implementing the action plan. This team should work closely with local officials, boards, and other partners. Effective coordination and implementation will require a robust partnership between the Municipal, Community, and Implementation Teams. The roles and responsibilities of the Implementation Team are illustrated in the figure below.



## Gather and align resources

New programs or projects need financial resources and manpower. This may involve fundraising and recruiting volunteers, but often, existing resources can be redirected. Funding typically comes from the municipal budget, government agencies, or foundations invested in your town’s success. Foundations prefer funding proposals with strong community support, which you have achieved through the STR by gathering evidence and volunteer support. Share your town's regeneration story to demonstrate the benefits of new projects.



Effective implementation of regeneration projects in small towns involves strategically sourcing and utilising local resources. Key strategies for

implementing regeneration projects include engaging local volunteers, collaborating with local organisations, securing local and external funding, and promoting sustainable practices.

### INFO BOX


#### Funding sources

There are four proposed funding streams/mechanisms for implementing regeneration initiatives, namely:

- **Municipal funding:** The funding for implementation should primarily be through the Municipal budgeting processes and directed through the municipal IDP process.
- **National department planning process:** Key sector departments to support the implementation of the mechanisms through annual project prioritisation. This process must be aligned with the budgeting process within these sector departments.
- **Grant and donor funding:** There are key grant and donor funding mechanisms that can support the implementation of initiatives. These grants and donor funding can be identified through the National Treasury and the private sector.
- **Private Sector:** Private sector funding will be key to implementing the initiatives identified in Phase 3. Through the STR process, local business forums and investors have been determined to support the process.

Potential stakeholders to support the implementation of regeneration initiatives are:

- Local Municipality
- Development Agencies
- Private Sector
- National Treasury – key for identification of grant and donor funding
- Provincial Treasury
- Provincial Department responsible for Economic Development
- Department of Public Works and Infrastructure
- COGTA
- Development Bank of South Africa



Municipalities are encouraged to consult the [STRATEGIC FUNDING FRAMEWORK FOR SMALL-TOWN REGENERATION](#) for a detailed framework on how to mobilise, structure, and manage the financial resources needed to implement the STR Programme. The report outlines phased funding requirements, co-funding models, donor engagement strategies, and community-based funding options, providing practical tools to support financial readiness and long-term sustainability. It also includes a [BUSINESS CASE AND FUNDING PROPOSAL TEMPLATE](#) to assist municipalities in packaging fundable projects.

## Step 2: Follow through

### Implement the Action Plan

Begin implementing the short-term actions from the Phase 3 Action Plan by reminding responsible parties to include these in their work plans, agendas, and budgets, or to seek necessary approvals. Start this process early in the STR initiative and continue throughout. Act on feasible ideas as they arise, such as creating youth positions on the Community Tak Team or live-streaming council meetings. These small victories demonstrate the effectiveness of the STR framework and reinforce the priorities of residents.

Key steps for implementing an Action Plan include securing financial, human, and material resources, forming partnerships with stakeholders, testing small-scale pilot projects, integrating sustainable practices, and maintaining clear communication.

Regular updates through public forums and newsletters keep the community informed. Aligning regeneration efforts with local policies ensures coherence and sustainability. By focusing on these actions, small towns can effectively execute their regeneration plans, ensuring sustainable development and enhanced quality of life for residents.

### The importance of Project Management

Project management is essential for successfully implementing Action Plans. It provides a structured, focused approach that organises tasks, minimises risks, and ensures high-quality outcomes within budget and on schedule. Effective project management translates strategic plans into actionable tasks, keeps timelines on track, ensures quality control, and maximises resource utilisation.



This structured approach ensures well-coordinated and effectively managed regeneration projects, increasing the likelihood of achieving desired outcomes. An implementation roadmap for key regeneration projects includes goals and objectives, rationale for change, roles and responsibilities, process steps, milestones and timelines, resource implications, and monitoring and evaluation strategies.

### The responsibilities of the Municipal and Community Task Teams

The Municipal Task Team is responsible for coordinating and managing projects, setting goals, timelines, and milestones to align with the town's strategic vision. They secure and allocate financial resources through government grants, public-private partnerships, and local budgets, and ensure compliance with local regulations by facilitating necessary permits and approvals. Additionally, the Municipal Task Team monitors and evaluates project

progress through regular reporting, community feedback sessions, and adjustments to ensure staying on track, thereby fostering sustainable and vibrant community development.

The Community Task Team engages community members in consultations, feedback sessions, and decision-making processes to ensure projects meet their needs. Community members support projects through volunteerism and advocacy, ensuring that local authorities remain accountable and transparent. Continuous feedback and adaptation refine initiatives in response to emerging needs, enabling them to evolve in response to changing circumstances.

Effective coordination between local authorities and the community is vital. This involves maintaining open communication through public forums, newsletters, and online platforms, forming joint committees for collaborative decision-making, and leveraging local expertise and resources to enhance project implementation. Clearly defined roles and strong coordination ensure regeneration projects achieve their goals of revitalising communities and improving residents' quality of life.

## Cultivate collaboration

Stakeholder collaboration is essential for the STR strategy. Establishing collaboration before starting regeneration initiatives ensures that diverse perspectives, resources, and expertise are effectively utilised. Early partnerships in Phase 4: Take Action enable a shared vision and collective commitment, which is crucial for success. This early collaboration identifies common goals, aligns priorities, and pools resources, reducing conflicts and inefficiencies. It also ensures community needs and aspirations are addressed, leading to more inclusive and sustainable outcomes. By fostering this groundwork, stakeholders can work together cohesively, increasing the likelihood of meaningful and lasting community improvements.



Prioritising collaboration, strategic partnerships, a community-centred approach, and sustainable practices during the implementation phase ensures efficient project execution, addresses community needs, and fosters long-term socio-economic development.

## How to foster collaboration during Phase 4: Take Action

Collaboration during the implementation phase unites diverse stakeholders, maximising resources and innovation while securing community buy-in. Effective strategies include building trust through transparency and consistent communication, utilising technology for clear and open communication, resolving conflicts effectively, and embracing diversity to foster creativity. Employing collaboration tools, such as project management software, and maintaining continuous stakeholder engagement through workshops and surveys are also crucial. Strong leadership is essential for setting clear goals, creating a supportive culture, and monitoring progress to gather feedback, ensuring alignment with community needs and goals.

### INFO BOX

**Did you know?** Community-driven revitalisation projects have proven to be powerful catalysts for local economic growth. International studies show that every \$1 invested in revitalisation can generate returns of \$10 to \$20 through increased property values, new business activity, and job creation. In South Africa, initiatives like the *eKasiLabs* programme have demonstrated how targeted, community-led investment in township economies can foster entrepreneurship, attract investment, and stimulate inclusive development. Beyond physical upgrades, these projects create vibrant, resilient communities that attract residents, tourists, and long-term economic opportunities.

### Keeping the flame going

Local authorities and communities must collaborate to sustain the momentum of regeneration projects and prevent engagement fatigue. Projects can achieve lasting improvements by fostering a collaborative environment and strong partnerships. Embedding community participation into governance through advisory councils or regular town hall meetings ensures ongoing collaboration beyond initial implementation. Celebrating project milestones publicly boosts morale and reinforces community involvement. Long-term partnerships with key stakeholders ensure continuous support. Transparent communication and regular updates on project progress help maintain trust and demonstrate the value of community contributions.

### Step 3: Monitoring and Evaluation

Continuous monitoring and evaluation (M&E) are vital to ensure regeneration projects meet their goals and achieve the desired impact. This involves a detailed monitoring plan with key performance indicators (KPIs) to measure progress in areas like education, health, and environmental impact. Regular data collection through surveys, interviews, and focus groups provides insights for timely interventions and informed decision-making.

Municipalities facilitate and oversee regeneration projects, develop M&E plans, ensure financial accountability, and foster community engagement. Communities actively participate, provide feedback, and hold authorities accountable. Collaboration between municipalities and communities is essential for impactful and sustainable regeneration efforts.

### INFO BOX

Active monitoring and evaluation in community revitalisation projects can increase the chances of project success by up to 60%. According to a study by the Project Management Institute, projects with effective monitoring and control measures are significantly more likely to meet their goals and be completed on time and within budget.

Primary M&E objectives include tracking performance, identifying challenges, ensuring accountability, facilitating learning, and demonstrating impact. Tools and methods include KPIs, surveys, interviews, field visits, data management systems, progress reports, and feedback mechanisms.

The Municipal Task Team coordinates M&E activities, ensuring stakeholder engagement and alignment with objectives. It establishes systems for regular data collection and timely reporting, and provides training and resources to facilitate effective participation. The team also organises regular meetings to discuss progress, share insights, and make decisions.

The Community Task Team actively participates in the M&E process, offering insights and feedback based on their experiences. This involvement fosters ownership, accountability, and commitment, promoting a culture of learning and adaptation. This collaboration ensures the successful outcomes of regeneration projects.



You are invited to test your knowledge by clicking the provided link, which will take you to a short quiz to reinforce key concepts and insights from Phase 4: [PHASE 4 KNOWLEDGE CHECK](#)

## Resources

Click on each resource to download your **FREE** copy.

| PHASE   | RESOURCE                                                          |
|---------|-------------------------------------------------------------------|
| 1 2 3 4 | <a href="#">How to use the Training Guideline</a>                 |
| 1       | <a href="#">Phase 1: Lay the Groundwork Implementation Manual</a> |
| 1       | <a href="#">Contextualising Phase 1</a>                           |
| 1       | <a href="#">Expectations and Aspirations</a>                      |
| 1       | <a href="#">Set the Scene Report</a>                              |
| 1       | <a href="#">Set the Scene Presentation</a>                        |
| 1       | <a href="#">Set the Scene Video</a>                               |
| 1 2 3 4 | <a href="#">Radical Collaboration Video</a>                       |
| 1 2 3 4 | <a href="#">Collaborative Governance Presentation</a>             |
| 1 2 3 4 | <a href="#">Collaborative Governance</a>                          |
| 1 2 3 4 | <a href="#">Bridging Leadership Video</a>                         |
| 1 2 3 4 | <a href="#">Bridging Leadership Presentation</a>                  |

| PHASE   | RESOURCE                                                                                                   |
|---------|------------------------------------------------------------------------------------------------------------|
| 1       | <a href="#">STEP 1: Internal and External Arrangements to establish Municipal and Community Task Teams</a> |
| 1       | <a href="#">Step 1: Get Organised Video</a>                                                                |
| 1 2 3 4 | <a href="#">Stakeholder Mapping Tool</a>                                                                   |
| 1       | <a href="#">Stakeholder Mapping Training Video</a>                                                         |
| 1       | <a href="#">Rabie Revive Stakeholder Mapping</a>                                                           |
| 1       | <a href="#">Development of an Engagement Plan Video</a>                                                    |
| 1       | <a href="#">Terms of Reference: Municipal Task Team</a>                                                    |
| 1       | <a href="#">Terms of Reference: Community Task Team</a>                                                    |
| 1 2 3 4 | <a href="#">Importance of Project Management Video</a>                                                     |
| 1 2 3 4 | <a href="#">STEP 2: Creating a Work Plan</a>                                                               |
| 1 2 3 4 | <a href="#">Creating a Work Plan Video</a>                                                                 |
| 1 2 3 4 | <a href="#">Creating a Work Plan Presentation</a>                                                          |
| 1 2 3 4 | <a href="#">STEP 3: Preparing a Communications Plan</a>                                                    |
| 1       | <a href="#">Preparing a Communication Plan Video</a>                                                       |
| 1       | <a href="#">Preparing a Communication Plan Presentation</a>                                                |
| 1       | <a href="#">Phase 1 Checklist</a>                                                                          |
| 1       | <a href="#">Phase 1 Knowledge Check</a>                                                                    |
| 2       | <a href="#">Contextualising Phase 2</a>                                                                    |
| 2       | <a href="#">Explore Your Community and Town Video</a>                                                      |

| PHASE | RESOURCE                                                                                 |
|-------|------------------------------------------------------------------------------------------|
| 2     | <a href="#">Explore Your Community and Town Presentation</a>                             |
| 2     | <a href="#">Phase 2: Explore the Community and Town Implementation Manual</a>            |
| 2     | <a href="#">Step 1: Task 1.1 Developing a Vision</a>                                     |
| 2     | <a href="#">Step 1: Task 1.2 Assessing Community Assets</a>                              |
| 2     | <a href="#">Step 1: Task 1.3 Development Pillar Appraisal</a>                            |
| 2     | <a href="#">Step 2   Identify What Matters Most and Step 3   Feedback and Validation</a> |
| 2     | <a href="#">Phase 2 Checklist</a>                                                        |
| 2     | <a href="#">Phase 2 Knowledge Check</a>                                                  |
| 3     | <a href="#">Phase 3: Design and Resolve Implementation Manual</a>                        |
| 3     | <a href="#">Contextualising Phase 3</a>                                                  |
| 3     | <a href="#">Design and Resolve Video</a>                                                 |
| 3     | <a href="#">Design and Resolve Presentation</a>                                          |
| 3     | <a href="#">The PACA Process</a>                                                         |
| 3     | <a href="#">The Precinct Plan Process</a>                                                |
| 3     | <a href="#">Phase 3 Checklist</a>                                                        |
| 3     | <a href="#">Phase 3 Knowledge Check</a>                                                  |
| 4     | <a href="#">Phase 4: Take Action Implementation Manual</a>                               |
| 4     | <a href="#">Take Action Video</a>                                                        |

| PHASE | RESOURCE                                                                |
|-------|-------------------------------------------------------------------------|
| 4     | <a href="#">Take Action Presentation</a>                                |
| 4     | <a href="#">Strategic Funding Framework for Small Town Regeneration</a> |
| 4     | <a href="#">STR Project Business Case and Funding Template</a>          |
| 4     | <a href="#">Phase 4 Knowledge Check</a>                                 |

Should you encounter any issues accessing the information or links in this document, please get in touch with us via email at [info@citeplan.net](mailto:info@citeplan.net) or by phone at **083 635 9806**. We are happy to assist you.

