STR
SMALL TOWN REGENERATION STRATEGY

PHASE 1 | LAY THE GROUNDWORK

Step 1 | Get Organised

Set-up of the institutional arrangements towards Small Town Regeneration

cooperative governance
Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA

DDM DISTRICT DEVELOPMENT MODEL

2030 NDP

IUDF INTEGRATED URBAN DEVELOPMENT FRAMEWORK

SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
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Executive Summary

The successful implementation of the Small-Town Regeneration (STR) strategy relies on a cohesive approach to institutional conditions. These components include the roles and responsibilities of key municipal figures, such as the Municipal Manager and Chief Financial Officer (CFO), alongside the integration of internal municipal departments. The combined efforts of these roles ensure a holistic functioning of the STR programme, with the Municipal Manager providing administrative leadership, policy implementation oversight, and community engagement facilitation, while the CFO manages strategic financial planning and compliance with relevant legislation.

The establishment of a Municipal Task Team is crucial, with a designated STR Municipal Task Team Project Manager taking the lead. This senior official will oversee the development, coordination, and execution of the STR initiatives, ensuring effective communication, stakeholder mobilisation, and community engagement. The Project Manager will act as a representative of the Local Municipality, fostering collaboration and maintaining a strategic focus on sustainability and risk management.

Incorporating a Community Task Team is essential for comprehensive and community-driven regeneration efforts. This team, representing diverse local perspectives, works alongside municipal officials and councillors to provide local insights, foster community engagement, and co-create solutions. Establishing an Executive Committee within the Community Task Team ensures effective leadership and decision-making, with roles such as Chairperson, Vice-Chairperson, Secretary, Treasurer, and Public Relations Officer clearly defined.

Stakeholder mapping is a vital process to identify key players, influencers, and networks within the community. This mapping enhances understanding of social dynamics, information flow, and resource distribution, facilitating strategic planning and community engagement. Recognising and leveraging community resources, including skills, knowledge, and assets, further supports the success and sustainability of regeneration initiatives.

Formalising the Community Task Team through agreed-upon terms, constitutions, or Memorandums of Understanding (MoUs) establishes a structured and autonomous body capable of driving the STR process. This formalisation ensures clear roles, responsibilities, and processes are in place, fostering a sustainable and collaborative approach to small-town regeneration.

By effectively organising and integrating these components, the STR programme can build a strong foundation for comprehensive and sustainable regeneration efforts, ensuring alignment with community needs and fostering long-term success.

Step 1: Get Organised

Components of institutional conditions

There are various components of institutional conditions that can assist in the implementation of the STR, however, no single component in isolation can guarantee programme execution and/or success. It is therefore important that these components are looked at together to ensure the holistic functioning of these arrangements.

These components in the context of the STR include:

Municipal Manager

The Municipal Manager's advocacy and support are essential for the success of the STR efforts. The Municipal Managers' role and responsibilities in overseeing the STR implementation are guided by the policy directions of the council and are mandated by various acts, including the Local Government: Municipal Structures Act 117 of 1998 and the Local Government: Municipal Systems Act 32 of 2000.

ROLES AND RESPONSIBILITIES OF THE MUNICIPAL MANAGER	
ROLE IN THE PROCESS	**RESPONSIBILITIES**
Administrative leadership	• Serve as the administrative head of the small town regeneration initiative, focusing on the formation and development of a cost-effective, efficient, and accountable administration that aligns with regeneration goals. • Set up institutional arrangements for the STR process. • Appoint a Municipal Task Team to oversee the STR's execution. • Designate a STR Project Manager to drive the regeneration efforts. • Coordinate various departments to achieve the towns' STR goals. • Build internal and external capacity for effective STR implementation.
Policy implementation oversight	• Ensure that the STR implementation operates within the legal framework, adhering to national and provincial legislation. • Provide policy guidance and advocate for the allocation of resources, funding and support from municipal, provincial and national government resources.

ROLES AND RESPONSIBILITIES OF THE MUNICIPAL MANAGER	
ROLE IN THE PROCESS	**RESPONSIBILITIES**
	• Ensure that the plans align with the municipal, district and provincial development goals.
Community engagement facilitation	• Foster community engagement specific to the regeneration initiative, ensuring that the administration is highly responsive to the unique needs of the local community and actively encourages their participation in the regeneration process. • Encourage public participation in decision-making processes. • Engage with the public, address concerns, and promote transparency.
Inter-governmental collaboration and coordination.	• Engage in inter-governmental relations by coordinating with other municipalities, provincial and national government entities, fostering collaboration and seeking support for regeneration initiatives.
Performance management	• Establish, implement, and review performance management systems tailored to the goals of small-town regeneration, with a focus on measuring and improving outcomes related to regeneration initiatives. • Monitor and evaluate regeneration projects to ensure their success and impact on the local communities. • Report to Council, providing updates on performance and the overall progress of the STR.
Budgetary planning	• Take responsibility for preparing budgets that are specifically crafted to support the regeneration of the small town, ensuring that financial allocations align with regeneration priorities. • Allocate resources and coordinate various activities to support the regeneration plan.
Service provision decision involvement	• Participate in decisions related to the provision of municipal services within the framework of small-town regeneration, ensuring that services contribute to the overall regeneration objectives.
Strategic management	• Establish and maintain systems to ensure the achievement of the town's STR goals.

ROLES AND RESPONSIBILITIES OF THE MUNICIPAL MANAGER	
ROLE IN THE PROCESS	**RESPONSIBILITIES**
	• Ensure that a STR plan is in place and ensure alignment with the municipality's strategic objectives.
Risk Management	• Identify and manage risks

Chief Financial Officer (CFO)

The CFO's role in small-town regeneration involves strategic financial planning, efficient resource management, grant oversight, treasury functions, decision support, transparent reporting, risk mitigation, and responsible asset management, all aimed at contributing to the success and sustainability of regeneration initiatives. The roles and responsibilities of the CFO are guided by the policy directions of the council and 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 CFO's contributions are integral to the financial success of the regeneration efforts.

ROLES AND RESPONSIBILITIES OF THE CFO	
ROLE IN THE PROCESS	**RESPONSIBILITY**
Strategic leadership	• Provide strategic leadership, guidance, and advisory support to the Municipality in financial management functions, contributing to the regeneration and sustainable growth of the small town.
Budget oversight	• Manage the overall budget for the small town regeneration initiative, including the preparation and implementation of the municipal budget tailored to support regeneration goals. • Efficiently allocate financial resources to support revitalisation efforts. • Ensure funds are allocated to specific initiatives, and control expenditures in line with the approved budget. • Ensure compliance with grant-specific requirements and maximise the impact of external funding. • Ensure efficient cash flow management and strategic use of financial instruments for timely project implementation. • Evaluate the financial viability of initiatives and help prioritise projects based on available resources.

ROLES AND RESPONSIBILITIES OF THE CFO	
ROLE IN THE PROCESS	**RESPONSIBILITY**
	• Ensure investments in infrastructure contribute to the long-term sustainability and growth of the town. • Oversee grants and external funding for small-town regeneration projects. • Manage treasury functions for small-town regeneration.
Financial reporting	• Prepare annual financial statements and other mandatory financial management reports specific to the STR, ensuring transparency and accountability. • Maintain accountability by ensuring stakeholders have visibility into how financial resources are utilised.
Development and implementation of regeneration plans	• Develop and implement key strategic business plans integral to the regeneration effort. This includes plans for efficient supply chain management, revenue generation, expenditure management, and budgeting and reporting aligned with the objectives of small-town regeneration.
Ensure legislative compliance	• Ensure strict compliance with relevant regulations, including the Municipal Finance Management Act, Act No. 56 of 2003 (MFMA), Treasury Regulations, and other financial prescripts tailored to the unique requirements of the small town regeneration initiative.

Internal Municipal Departments

In the context of small-town regeneration in South Africa, each municipal department plays a crucial role in contributing to the overall success of the regeneration initiative. The Municipal Task Team should work closely with other directorates within the municipality to ensure the alignment of efforts and to avoid duplication of work. Local municipalities typically have various internal departments to manage and oversee different aspects of municipal operations. The exact structure can vary based on the size and needs of each municipality, however, the common departments, with their associated role and responsibilities in the STR are highlighted in the following table.

INTERNAL MUNICIPAL DEPARTMENTS INVOLVED IN STR IMPLEMENTATION	
DEPARTMENT	**ROLE AND RESPONSIBILITY**
Development Planning	• Role: Lead in the planning and implementation of the STR. • Responsibilities: Align the Integrated Development Plan (IDP) with regeneration goals, facilitate land-use planning, and coordinate development projects that contribute to small-town regeneration.
Local Economic Development	• Role: Drive economic growth and job creation within the regeneration framework. • Responsibilities: Implement strategies to attract investments, support local businesses, and promote job opportunities aligned with the goals of small-town regeneration.
Infrastructure and engineering department	• Role: Plan, develop, and maintain infrastructure to support the regeneration initiative. • Responsibilities: Upgrade and develop key infrastructure such as roads, water supply, and public spaces to stimulate economic growth and improve overall living conditions.
Community Services	• Role: Enhance community well-being and engagement during the regeneration process. • Responsibilities: Implement programs and projects that contribute to community development, including parks and recreational facilities, cultural events, and community outreach initiatives.
Environmental Management	• Role: Ensure sustainable and environmentally responsible regeneration practices. • Responsibilities: Implement eco-friendly initiatives, manage waste and pollution, and promote sustainable development practices within the framework of small-town regeneration.
Public Safety and Emergency Services	• Role: Ensure the safety of residents and visitors. • Responsibilities: Enhance law enforcement, traffic management, and emergency response services to create a secure environment for regeneration activities.
Corporate Services	• Role: Ensure efficient administrative support and legal compliance during regeneration.

INTERNAL MUNICIPAL DEPARTMENTS INVOLVED IN STR IMPLEMENTATION	
DEPARTMENT	**ROLE AND RESPONSIBILITY**
	• Responsibilities: Provide legal guidance, manage information technology systems, and maintain records relevant to small-town regeneration projects.
Health Services	• Role: Promote public health and well-being. • Responsibilities: Implement health initiatives, improve healthcare facilities, and address health-related challenges specific to the regeneration context.
Social Development	• Role: Address social welfare issues and promote community resilience. • Responsibilities: Implement social support programs, address poverty alleviation, and collaborate with community organisations to enhance social well-being during the regeneration process.

Political Support

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 internally and externally support the STR Programme implementation. 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 and 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.

Table 0.1. Role and responsibility of the mayor in STR implementation

THE ROLE AND RESPONSIBILITY OF THE MAYOR IN STR IMPLEMENTATION	
ROLE	**RESPONSIBILITY**
Leadership for regeneration Provide visionary leadership to drive the regeneration initiative, cultivate positive relationships, and exemplify good governance principles within the small-town context.	• Spearhead regeneration efforts, foster collaboration among stakeholders, and champion governance practices conducive to the success of small-town regeneration.
Guiding regeneration meetings	• Facilitate regeneration-focused discussions, ensure decisions support the regeneration

THE ROLE AND RESPONSIBILITY OF THE MAYOR IN STR IMPLEMENTATION	
ROLE	**RESPONSIBILITY**
Extend involvement beyond merely officiating at council meetings to actively guide discussions and decisions that align with the goals of small-town regeneration.	strategy, and engage in municipal proceedings that contribute to the overall regeneration agenda.
Statutory oversight for regeneration Exercise statutory powers, functions, and duties with a specific focus on small-town regeneration, encompassing financial matters, legislative preparation, and enforcement of codes of conduct relevant to regeneration projects.	• Oversee financial allocations for regeneration initiatives, contribute to legislation promoting regeneration goals, and enforce ethical standards within the Mayoral Committee Meetings focused on regeneration-related matters.
Ceremonial representation for regeneration Fulfil ceremonial functions with an emphasis on showcasing and celebrating achievements and milestones in the small town regeneration journey.	• Represent the municipality in ceremonial events, highlight regeneration successes, and engage with the community to build enthusiasm and support for regeneration endeavours.
Code of Conduct compliance in regeneration Ensure adherence to codes of conduct within committees specifically addressing small-town regeneration.	• Uphold ethical standards in committees focused on regeneration matters, fostering a culture of integrity and accountability within the regeneration framework.
Reports and delegated powers in regeneration Receive reports from delegated bodies and exercise specific powers to advance small-town regeneration objectives.	• Stay informed through reports from bodies involved in regeneration, utilize delegated powers to expedite regeneration processes, and make informed decisions to drive the regeneration agenda.

Info box

What role does provincial political will and support play in facilitating an integrated, sustained, and resourceful approach to small-town regeneration within local municipalities?

The piloting of the STR has highlighted the importance of political will and provincial support for effective small-town regeneration within local municipalities due to the need for an integrated approach and sustained commitment. Regeneration efforts require collaboration among government departments, municipalities, and the private sector, emphasising the importance of a regional perspective rather than a departmental one. While government-initiated programs often face challenges in providing sustained and spatially-sensitive support, the practical realities of regeneration demand a prolonged and collaborative process of change. The Small Town Regeneration Programme (STR) by the Department of Cooperative Governance (DCoG), acting as the implementing agent of the Integrated Urban Development Framework (IUDF), underscores the significance of political will in shaping policies and legislation guiding regeneration efforts.

Moreover, political will at the provincial level influences resource allocation, both financial and human, towards regeneration initiatives, thereby impacting their success. The ability of provincial support to advocate for small towns at higher government levels ensures that the unique needs and challenges of these communities are properly represented and addressed. In summary, the interplay of political will and provincial support is crucial for fostering an integrated, sustained, and resourceful approach to small-town regeneration. This collaboration facilitates effective and meaningful change within local municipalities, aligning with the broader goals of regional development and inclusive growth.

In South Africa, the roles and responsibilities of councillors are quite comprehensive. These roles and responsibilities are subject to the policy directions of the council. The duties of the councillors 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. Councillors play a vital role in steering small-town regeneration by engaging with the community, driving policy decisions, and ensuring effective utilization of resources for sustainable development.

THE ROLE AND RESPONSIBILITY OF COUNCILLORS IN STR IMPLEMENTATION	
ROLE	**ROLE AND RESPONSIBILITY**
Community Representation for Regeneration Elected to represent the interests of local communities in municipal councils, councillors champion the unique needs of small towns and ensure structured accountability mechanisms to empower regeneration.	• Advocate for regeneration initiatives, engage with the community to understand their specific needs in the regeneration context and establish transparent channels for community input.
Addressing regeneration needs Prioritise the regeneration needs of communities by delivering services equitably, effectively, and sustainably within the means of the municipality.	• Work towards fulfilling priority needs tied to regeneration, ensuring that services contribute to the sustainable development and revitalisation of the small town.
Community reporting for regeneration Act as representatives who report back to and engage with the community they serve, keeping them informed and involved in the ongoing regeneration efforts.	• Provide regular updates to the community on regeneration progress, gather feedback, and maintain an open line of communication to enhance community participation in the regeneration process.
Leadership in regeneration Provide leadership within the council, steering discussions and decisions that align with the goals of small-town regeneration.	• Take on leadership roles that promote consensus on regeneration strategies, contribute to policy development that supports regeneration, and inspire collaboration among fellow councillors.
Financial stewardship for regeneration Act as custodians or guardians of public finances with a specific focus on supporting small-town regeneration projects.	• Oversee financial allocations dedicated to regeneration, ensure responsible financial management, and advocate for budgetary allocations that align with regeneration goals.
Performance management for regeneration Establish, implement, and review performance management systems tailored to the unique challenges and objectives of small-town regeneration.	• Evaluate and enhance the performance of regeneration initiatives, contributing to the continuous improvement of regeneration processes and outcomes.
Budget preparation for regeneration Prepare budgets specifically designed to support small-town regeneration endeavours.	• Work on budgetary allocations that prioritize regeneration projects, ensuring that financial resources are directed towards initiatives that

THE ROLE AND RESPONSIBILITY OF COUNCILLORS IN STR IMPLEMENTATION	
ROLE	**ROLE AND RESPONSIBILITY**
	drive sustainable development in the small town.
Service provision decisions for regeneration Participate actively in decisions about the provision of municipal services, with a strategic focus on enhancing regeneration.	• Contribute to decisions that align with regeneration goals, ensuring that services provided contribute meaningfully to the overall regeneration strategy.
Communication on Regeneration Matters Communicate and disseminate information related to governance matters, with a specific emphasis on regeneration.	• Keep the community informed about governance matters pertaining to regeneration, fostering transparency and community engagement in the regeneration process.

Ward committees established under Chapter 4 of the Local Government: Structures Act (117 of 1998), are pivotal for ensuring active participation by communities in the specific context of small-town regeneration. The key roles and responsibilities of ward committees are tailored to support the unique needs of small-town regeneration, see the following table.

THE ROLE AND RESPONSIBILITY OF WARD COMMITTEES IN STR IMPLEMENTATION	
ROLE	**ROLE AND RESPONSIBILITY**
Facilitating community involvement Ward committees are instrumental in implementing structures and strategies to encourage heightened public participation specifically geared towards small-town regeneration.	• Act as a representative body for the community, serving as a crucial link in coordinating and facilitating effective communication between the municipal council and the residents involved in the regeneration process.
Advisory support for regeneration Ward committees serve as advisory bodies to the ward councillor, ensuring that public participation is embedded in decision-making related to small-town regeneration.	• Offer insights, feedback, and recommendations on matters concerning regeneration initiatives, promoting a collaborative approach between the community and the local government.
Developmental contributions Given the new mandate for local government, with a focus on meeting the specific needs of local communities, ward committees play a	• Actively contribute to the formulation of policies tailored to the unique requirements of small-town regeneration, ensuring that the

THE ROLE AND RESPONSIBILITY OF WARD COMMITTEES IN STR IMPLEMENTATION	
ROLE	**ROLE AND RESPONSIBILITY**
significant role in the developmental aspects of small-town regeneration.	community's consent is integral to the decision-making process.
Diverse representation for regeneration As democratically elected bodies, ward committees represent a diverse array of community interests, crucial for ensuring that the regeneration process considers a broad spectrum of perspectives.	• With a composition of up to 10 members, the committee must represent various interest groups within the small town, fostering inclusivity and diversity in the regeneration dialogue.

Expertise

This refers to the skills and knowledge required by the Municipal Task Team and the STR Municipal Task Team Project Manager. By assembling a Municipal Task Team with a comprehensive skill set and knowledge base in these areas, the team will be better equipped to navigate the complexities of small-town regeneration and drive sustainable development. A key component is to appoint a STR Municipal Task Team Project Manager with experience and knowledge of project management and with community and stakeholder collaboration skills.

KEY KNOWLEDGE AREAS AND SKILLS REQUIRED FOR STR IMPLEMENTATION	
KNOWLEDGE AREA	**SKILLS AND KNOWLEDGE REQUIRED**
Project management	*Skills:* Project planning, implementation, and monitoring skills to ensure the successful execution of regeneration initiatives. *Knowledge:* Familiarity with project management methodologies, risk assessment, and the ability to meet deadlines and milestones.
Collaboration and teamwork	*Skills:* Collaboration, leadership, and interpersonal skills to foster a cohesive and motivated task team. *Knowledge:* Understanding the importance of teamwork, effective communication within the team, and the ability to leverage diverse talents and perspectives.
Community engagement and communication	*Skills:* Effective communication, community outreach, and stakeholder engagement skills to build trust and foster community participation.

KEY KNOWLEDGE AREAS AND SKILLS REQUIRED FOR STR IMPLEMENTATION	
KNOWLEDGE AREA	**SKILLS AND KNOWLEDGE REQUIRED**
	Knowledge: Knowledge of community dynamics, cultural sensitivity, and the ability to facilitate inclusive and participatory decision-making processes.
Crisis management and problem-solving	*Skills*: Crisis response, conflict resolution, and creative problem-solving skills to address unexpected challenges. *Knowledge*: Understanding of potential challenges in small-town regeneration and the ability to develop innovative solutions.
Public relations and marketing	*Skills*: Public relations, marketing, and branding skills to promote regeneration initiatives and attract public support. *Knowledge*: Understanding of community perceptions, branding strategies, and effective communication to enhance the town's image.
Urban planning and development	*Skills*: Spatial planning, land use planning, and urban design skills to strategically organise and optimise the use of space within the small town. *Knowledge*: Understanding of sustainable development principles, zoning regulations, and the ability to create aesthetically pleasing and functional urban environments.
Economic development	*Skills*: Economic analysis, project management, and business development skills to foster economic growth and attract investments. *Knowledge*: Understanding of local economic dynamics, industry trends, and the ability to identify opportunities for economic diversification
Infrastructure and utilities management	*Skills*: Infrastructure planning, project management, and knowledge of utility systems to ensure sustainable and efficient service delivery. *Knowledge*: Understanding of infrastructure needs, maintenance strategies, and familiarity with the latest technologies for optimising resource use.
Environmental sustainability	*Skills*: Environmental impact assessment, sustainable practices implementation, and conservation skills to promote eco-friendly regeneration.

KEY KNOWLEDGE AREAS AND SKILLS REQUIRED FOR STR IMPLEMENTATION	
KNOWLEDGE AREA	**SKILLS AND KNOWLEDGE REQUIRED**
	Knowledge: Awareness of environmental regulations, green technologies, and sustainable development practices to minimise ecological footprints.
Finance and budgeting	*Skills*: Financial management, budgeting, and grant application skills to allocate resources effectively. *Knowledge*: Understanding of municipal finance, grant opportunities, and budgeting processes to ensure the financial sustainability of regeneration projects.
Legal and regulatory compliance	*Skills*: Legal interpretation, regulatory compliance, and negotiation skills to navigate legal frameworks. *Knowledge*: Knowledge of local, provincial, and national regulations affecting land use, development, and community services.
Data analysis and research	*Skills*: Data collection, analysis, and research skills to inform evidence-based decision-making. *Knowledge*: Familiarity with statistical tools, demographic trends, and research methodologies to understand the needs and preferences of the community.
Technology integration	*Skills*: Technology adoption and integration skills to leverage digital tools for communication, data management, and smart city initiatives. *Knowledge*: Awareness of emerging technologies that can enhance the efficiency and sustainability of small-town regeneration efforts.
Monitoring and evaluation	*Skills*: Monitoring and evaluation skills to assess the impact of regeneration initiatives and make data-driven adjustments. *Knowledge*: Familiarity with performance indicators, evaluation frameworks, and continuous improvement processes.
Cultural heritage preservation	*Skills*: Cultural heritage preservation skills to protect and promote the town's historical and cultural assets. *Knowledge*: Awareness of local history, cultural significance, and strategies for integrating cultural heritage into regeneration projects.

Task 1.1 | 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.

Action 1: Appoint a STR Municipal Task Team Project Manager

The STR Municipal Task Team Project Manager is key to successful implementation and should be a senior municipal official (Director). The Project Manager will represent the municipality and the Municipal Task Team during implementation narrow the gap between municipalities and the community and restore the trust of the community in municipalities. The STR Municipal Task Team Project Manager is to facilitate oversight and the STR-related functions are highlighted in the following table, with the associated role and responsibility and an illustrative task for each function.

FUNCTIONS OF THE STR MUNICIPAL TASK TEAM PROJECT MANAGER		
ROLE IN THE PROCESS	**RESPONSIBILITY**	**ILLUSTRATIVE TASK**
Executing project management		
• Lead the Municipal Task Team. • Provide guidance and supervision for the development and implementation of the STR Programme. • Co-ordinate and implement the STR Programme. • Lead the planning, implementation, and monitoring of regeneration projects. • Apply project management methodologies and conduct risk assessments.	• Ensure strategic direction and effective oversight of the regeneration process • Develop project plans with clear timelines and milestones. • Coordinate project teams and resources. • Monitor progress, identify risks, and implement corrective actions..	• Develop a comprehensive work plan outlining key objectives, milestones, and timelines for the STR Programme.

FUNCTIONS OF THE STR MUNICIPAL TASK TEAM PROJECT MANAGER		
ROLE IN THE PROCESS	**RESPONSIBILITY**	**ILLUSTRATIVE TASK**
Stakeholder mobilisation		
• Mobilise external stakeholders to encourage both inward and local investment in development projects.	• Actively engage and encourage participation from external stakeholders to support investment in the regeneration initiatives.	• Conduct outreach campaigns and informational sessions to engage potential stakeholders and investors and encourage their involvement in STR projects. • Facilitate the establishment of the Community Task Team.
Community engagement		
• Mobilise communities by fostering a cohesive vision and understanding of the STR Programme to actively involve them in the regeneration process.	• Cultivate community participation and understanding, fostering a shared vision for active involvement in the regeneration efforts.	• Organise meetings and workshops to foster community dialogue, presenting the STR Programme and encouraging active participation and feedback and invite attendees to become involve.
Representation		
• Act as the representative of the Local Municipality in various contexts.	• Represent the interests and perspectives of the Local Municipality in relevant discussions and interactions.	• Attend relevant meetings, conferences, and events as the representative of the STR, ensuring alignment with the regeneration goals and interests.
Collaboration facilitation and liaison		
• Serve as a bridge between the Community Task Team, Municipal Task Team, and Councillors, fostering trust and relationship building.	• Facilitate effective communication and collaboration among various teams, building trust and relationships crucial for successful regeneration.	• Coordinate regular meetings between the Community Task Team, Municipal Task Team, and Councillors to ensure effective communication and collaboration.

FUNCTIONS OF THE STR MUNICIPAL TASK TEAM PROJECT MANAGER		
ROLE IN THE PROCESS	**RESPONSIBILITY**	**ILLUSTRATIVE TASK**
• Facilitate collaboration among different stakeholders involved in the regeneration effort	• Actively promote a collaborative environment, encouraging open communication and cooperation among various entities to enhance the effectiveness of regeneration initiatives.	• Organise collaborative workshops and forums, bringing together diverse stakeholders to share ideas, address challenges, and enhance coordination for effective regeneration.
Partnership development		
• Identify and develop partnerships that contribute to the success of the STR.	• Seek out and establish partnerships with external organisations, businesses, and community groups to leverage additional resources, expertise, and support for the STR, fostering a holistic and inclusive approach.	• Identify potential partners, initiate discussions, and negotiate collaboration agreements with external organisations, businesses, and community groups to bolster resources and support for the STR.
Managing public relations and marketing		
• Implement public relations and marketing strategies to promote initiatives. • Enhance the town's image through effective communication.	• Develop and execute public relations campaigns. • Create marketing materials to showcase regeneration achievements. • Engage with media and residents to share positive stories.	• Develop and execute a comprehensive public relationships and marketing plan.
Sustainability		
• Help maintain and sustain improvements brought about by the STR.	• Implement measures to ensure the longevity and sustainability of positive	• Develop a sustainability plan that includes ongoing community engagement, maintenance strategies for

FUNCTIONS OF THE STR MUNICIPAL TASK TEAM PROJECT MANAGER		
ROLE IN THE PROCESS	**RESPONSIBILITY**	**ILLUSTRATIVE TASK**
	changes resulting from the STR.	implemented improvements, and measures for long-term project success.
Communication management		
• Facilitate effective communication among different stakeholders involved in the regeneration effort.	• Foster a conducive environment for communication to ensure a coordinated and cohesive regeneration approach.	• Establish a centralised communication platform and regular update mechanisms to facilitate seamless information flow among stakeholders involved in the regeneration effort.
Strategy execution		
• Oversee the execution of the STR within the town.	• Ensure the effective implementation of the STR, overseeing key activities and milestones.	• Oversee the implementation of specific regeneration initiatives outlined in the STR Programme, ensuring adherence to the established plan and timelines.
Monitoring and reporting		
• Monitor, evaluate, and report on the progress of the STR process.	• Regularly assess and report on the outcomes and progress of the regeneration process, providing valuable insights for improvement and decision-making.	• Implement a monitoring and evaluation framework to track the progress of regeneration activities, and regularly report findings to stakeholders and relevant authorities.

Example from the piloting of the STR

Key to the successful implementation of the Small Town Regeneration Strategy is having a Municipal Task Team Project Manager who should be a senior municipal official (Director). The Municipal Task Team Project Manager will represent the municipality and the Municipal Task Team during implementation to narrow the gap between municipalities, and the community, foster collaboration and restore the trust of the community in the municipality.

Alletta van Sittert, the Small Town Regeneration Project Manager for the Bergrivier Local Municipality, shares her knowledge and experience on the implementation of the strategy on a town level in this YouTube video: Small Town Regeneration Strategy: Advice to Municipal Project Managers

Action 2: Appoint a STR Municipal Task Team

For the implementation of the STR Programme a Municipal Task Team is necessary to ensure 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 involvement of citizens. The Municipal Task Team should be responsible for the following functions:

FUNCTIONS OF THE STR MUNICIPAL TASK TEAM	
ROLE IN THE PROCESS	**RESPONSIBILITIES**
Fostering collaboration and teamwork	
• Cultivate a collaborative and inclusive team environment. • Foster effective communication and leverage diverse talents and perspectives. • Stakeholder management and partnership formation.	• Build a cohesive team culture that values collaboration and innovation. • Encourage open communication and idea-sharing. • Address team dynamics and conflicts promptly. • Foster a sense of ownership and commitment. • Promote collaboration internally in the LM and its directorates and externally with the community, through the Community Task Team.
Facilitating community engagement and communication	
• Implement effective communication and community outreach strategies. • Foster stakeholder engagement for inclusive decision-making.	• Develop communication plans to keep residents informed about regeneration initiatives. • Organise meetings and forums for community input. • Address concerns and feedback from residents.

FUNCTIONS OF THE STR MUNICIPAL TASK TEAM	
ROLE IN THE PROCESS	**RESPONSIBILITIES**
Managing crisis and problem-solving	
• Respond to crises, resolve conflicts, and implement problem-solving strategies. • Anticipate challenges in the regeneration process.	• Develop crisis response plans. • Facilitate conflict resolution within the team and the community. • Implement creative solutions to address unexpected challenges.
Developing a comprehensive regeneration strategy	
• Act as the knowledge bank of the municipality on spatial, economic and social development issues. • Lead the formulation of a comprehensive regeneration strategy. • Integrate input from various team members for a multidisciplinary approach.	• Conduct a thorough analysis of the town's current state and future potential. • Engage with the community and gather local insights. • Identify key priorities and objectives for regeneration. • Ensure alignment with community needs and aspirations. • Establish a timeline and milestones for strategy implementation.
Coordinating urban planning and development	
• Oversee urban planning initiatives for improved functionality and aesthetics. • Coordinate the implementation of sustainable development principles and zoning regulations.	• Develop and implement spatial planning and urban design projects, for example the development of a Precinct Plan. • Ensure adherence to zoning regulations and sustainable development practices. • Collaborate with architects and planners to optimise land use.
Promoting social development	
• Develop and implement social development programmes that address the town's identified needs. • Implement initiatives to support youth development and educational opportunities. • Promote health and well-being.	• Collaborate with the Community Task team and relevant stakeholders to develop targeted programmes. • Collaborate schools and educational institutions to enhance access to quality education.

FUNCTIONS OF THE STR MUNICIPAL TASK TEAM	
ROLE IN THE PROCESS	**RESPONSIBILITIES**
• Champion social inclusion and celebrate diversity in the community. • Promote gender equality and women's empowerment. • Develop programmes to support the elderly and the vulnerable. • Advocate for social justice and human rights.	• Collaborate with healthcare providers to enhance access to healthcare services. • Develop initiatives to promote inclusivity and reduce discrimination. • Implement initiatives that address gender-based violence and facilitate women's empowerment programmes.
Promoting economic development	
• Facilitate economic analysis and implement projects for growth. • Collaborate with businesses and stakeholders to attract investments.	• Conduct economic assessments to identify growth opportunities. • Develop and implement strategies to attract and retain businesses. • Foster job creation through targeted economic initiatives.
Managing infrastructure and utilities	
• Plan and manage infrastructure projects for enhanced functionality. • Ensure efficient maintenance of utility systems and technology integration.	• Identify infrastructure needs and plan projects accordingly. • Oversee the implementation of technology for optimal resource use. • Ensure reliable and sustainable utility services.
Integrating environmental sustainability	
• Oversee environmental impact assessments and integrate sustainable practices. • Implement strategies to minimise ecological footprints.	• Conduct environmental assessments for regeneration projects. • Integrate green technologies and sustainable practices. • Establish conservation measures to enhance environmental sustainability.
Handling finance and budgeting	
• Manage financial aspects of regeneration projects, including budgeting.	• Develop and manage budgets for regeneration initiatives.

FUNCTIONS OF THE STR MUNICIPAL TASK TEAM	
ROLE IN THE PROCESS	**RESPONSIBILITIES**
• Ensure transparent and efficient financial practices.	• Identify and apply for relevant grants and funding opportunities. • Monitor expenditures and financial performance.
Ensuring legal and regulatory compliance	
• Interpret and navigate legal frameworks for compliance. • Engage in negotiations to address legal and regulatory challenges.	• Ensure that regeneration initiatives comply with local, regional, and national regulations. • Address legal issues and disputes as they arise. • Facilitate discussions with regulatory bodies.
Conducting data analysis and research	
• Utilize data analysis and research skills for evidence-based decision-making. • Stay abreast of statistical tools and research methodologies.	• Collect and analyse data to inform regeneration strategies. • Monitor demographic trends and community needs. • Conduct research on best practices and innovations.
Integrating technology	
• Adopt and integrate technology for communication, data management, and smart city initiatives. • Leverage emerging technologies for efficiency and sustainability.	• Identify and implement technology solutions to enhance communication. • Explore and adopt smart city technologies for improved services. • Ensure the team is trained on relevant digital tools.
Monitoring and evaluation	
• Establish and implement monitoring and evaluation processes. • Use data-driven insights for continuous improvements	• Develop performance indicators for regeneration initiatives. • Regularly assess and evaluate the impact of projects. • Implement adjustments based on evaluation outcomes.

FUNCTIONS OF THE STR MUNICIPAL TASK TEAM	
ROLE IN THE PROCESS	**RESPONSIBILITIES**
Preserving cultural heritage	
• Develop and implement strategies to protect and promote cultural assets. • Integrate cultural heritage preservation into regeneration projects.	• Identify and catalogue cultural assets within the town. • Implement measures to protect historical and cultural landmarks. • Promote cultural events and activities.

These roles and responsibilities collectively form a comprehensive framework for the Municipal Task Team, ensuring that each team member contributes to the success of the small town regeneration with their specialised skills and focused responsibilities. A functional Municipal Task Team facilitates integrated mobilisation of capacity (skills, time, etc.) and resources (human, financial, etc.) that may be leveraged in implementing the STR Programme. The Municipal Task Team is a useful platform from which the regeneration and collaboration efforts may be driven.

Info box

Based on the experience gained from piloting the STR, it is recommended that a Council Resolution be obtained stating that the Local Municipality intends to implement the Small Town Regeneration Strategy and establish a Municipal and Community Task Team.

*See **Annexure A** for the Terms of Reference for the Municipal Task Team.*

Action 3: Conduct Stakeholder mapping

Community is about doing something together that makes belonging matter.

Unknown

Within a community lies a mosaic of unique individuals, groups, and organisations, often operating in separate spheres. Stakeholder mapping is a method used to examine and understand the relationships, connections, and interactions among individuals, groups, and organisations within a community. It involves mapping and analysing the social network structure to identify key players and influencers, the flow of information, resources, and support within the community, the identification of gaps and opportunities, and building social capital. Ultimately, it will assist with providing a holistic understanding of the social dynamics, facilitate strategic planning, and enhance community engagement, contributing to the success and sustainability of regeneration initiatives.

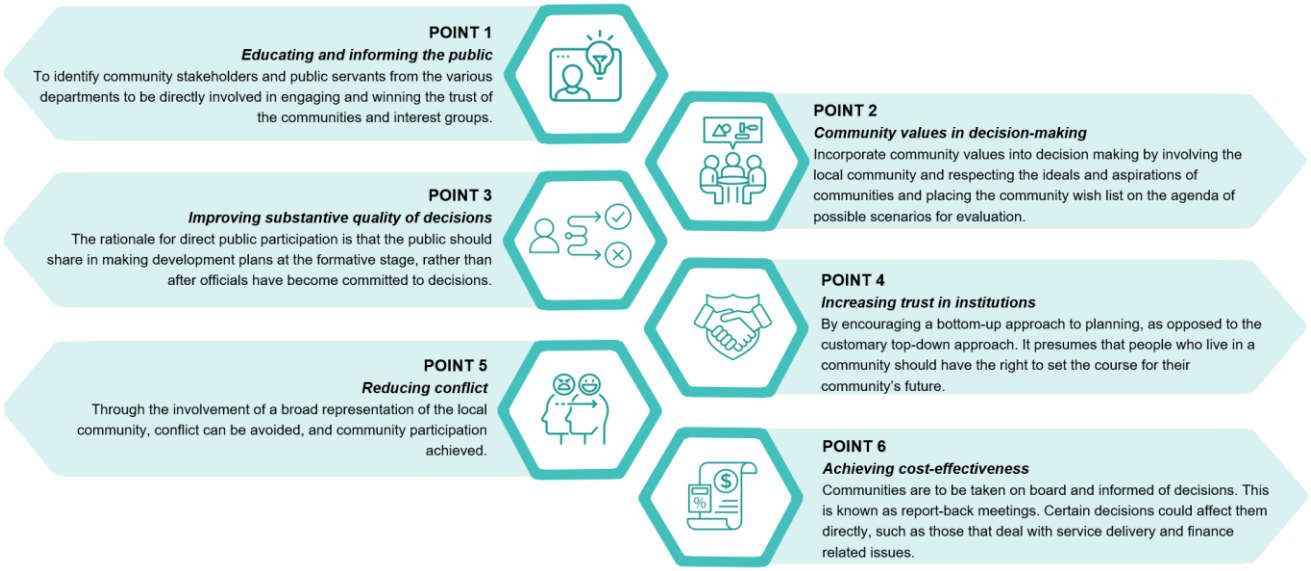
The purpose of the Stakeholder mapping is twofold:

- To identify the town's **NETWORK OF ORGANISATIONS** that support regeneration activities and initiatives, focusing on organisational collaboration and partnerships.
- To identify the town's **KEY NETWORK CONNECTORS** that will support regeneration activities and initiatives, focusing on developing a Community Task Team to help with buy-in, trust building, and project and programme implementation.

Therefore, stakeholder mapping is a tool to assist, firstly, the Municipal Task Team in identifying individuals who can be invited to form part of the Community Task Team. Second, when the stakeholder mapping is conducted by the Community Task Team, it assists with the identification of other key stakeholders and individuals who can be involved in the regeneration of the town.

The proposed approach aims to enhance public engagement and decision-making processes by emphasising six key points. Firstly, it focuses on educating and informing the public through the direct involvement of community stakeholders and public servants to build trust. Secondly, it advocates for incorporating community values in decision-making and respecting local ideals and aspirations during evaluations. Thirdly, it underscores the importance of improving the substantive quality of decisions by involving the public in the formative stage of development plans. Additionally, the approach aims to increase trust in institutions by promoting a bottom-up planning approach and giving communities the

right to shape their future. It also emphasizes the role of broad community representation in reducing conflicts and achieving community participation. Finally, the approach highlights the significance of achieving cost-effectiveness through report-back meetings to inform communities about decisions that directly impact them, particularly in service delivery and finance.



Info box

Questions addressed by stakeholder mapping

Question Addressed: Who are the key stakeholders in the small town regeneration process?
Stakeholder mapping helps identify and map the stakeholders involved, such as local businesses, residents, government entities, non-profit organisations, and community groups. Understanding these connections is crucial for effective collaboration and coordination in regeneration efforts.

Question Addressed: How are individuals and groups connected within the community?
By analysing relationships, the town can identify influential individuals and groups and potential collaboration opportunities. Understanding the social fabric enables strategic engagement and effective communication to mobilise support for regeneration initiatives.

Question Addressed: How does information circulate within the community?
Stakeholder mapping reveals the pathways through which information flows. This insight is valuable for communication strategies, ensuring that regeneration updates, plans, and achievements are effectively disseminated to residents, businesses, and other stakeholders.

Question Addressed: How are resources distributed and shared among community members?
Small-town regeneration often involves resource allocation and mobilisation. Stakeholder mapping helps identify existing resource-sharing patterns, enabling more equitable distribution and collaboration for sustainable regeneration projects.

Question Addressed: Where are the gaps or untapped opportunities for collaboration and support?
By analysing the community network, the Municipal Task Team and the Community Task Team can identify areas where connections are lacking or where there's potential for new partnerships. This helps strategically address gaps and maximise the collective impact of regeneration efforts.

Question Addressed: How can social capital be leveraged for regeneration?
Social capital, defined by relationships and trust within a community, is crucial for successful regeneration. Stakeholder mapping helps understand existing social capital and provides insights into how it can be leveraged to build community resilience, support, and engagement.

The following key steps inform the process:

1. **Know your demographics**

   Utilising demographic data is instrumental in developing a comprehensive community profile. By integrating local insights with socio-economic information, one can discern groups that may pose challenges to engagement, such as minorities based on religion, race, class, education, income, or age. Identifying and including often overlooked perspectives, such as low-income individuals, families with young children, and resident's resistant to change is crucial. Inclusive community profiling extends beyond conventional participants to individuals and organisations not typically involved and those who may harbour scepticism towards the undertaken efforts. This holistic approach ensures a more nuanced understanding of the community and facilitates more effective and inclusive community development initiatives.

   Questions to ask:
   - Who might be affected by the outcome of the project?
   - Who can offer new insights and perspectives?
   - Who is responsible for implementing project recommendations?
   - Who might oppose or stand in the way of the project?
   - What groups exists in the community that we don't hear from?

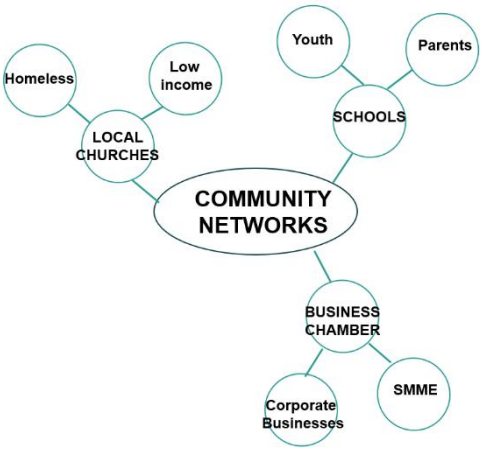
- Are there priority stakeholders we need to engage, and why?
- What formal and informal groups exist in the community?

Practical tip

Each member of the Municipal and Community Task Team writes stakeholder group names on individual sticky notes (one per note), posts them all on the wall, and then organises them according to any overlap.

2. Identify community networks

Networks serve as organised structures, both formal and informal, where individuals gather collectively. It's important to recognise conventional networks and remain attentive to unconventional ones. For instance, networks can take various forms, including geographical concentrations like neighbourhoods or coffee shops, which may act as a hub for a youth-focused group, showcasing the diversity of networks. Identifying and understanding these various networks is crucial for gaining insights into community dynamics and fostering connections across different spheres of influence.



Questions to ask:

- What formal organisations represent your demographics?
- What informal ways are people organised, and where do they regularly get together?
- Who in the Task Team connects with these formal and informal networks?

Example of demographics and community networks	
Demographics	**Community networks**
Homeless	Faith-based groups
Low-income	Service organisations
Youth	Schools

3. Find network connectors, influencers and early adopters

In the realm of community development and small-town regeneration, both community network connectors and influencers play distinct yet complementary roles. Community network connectors

are focused on building relationships and fostering collaboration within the community, while influencers leverage their way to advocate for specific regeneration initiatives and shape public opinion. In some instances, individuals may embody both roles, acting as connectors within the community while also wielding significant influence on public perceptions and decisions. Furthermore, early adopters in small-town regeneration, whether individuals or groups, proactively embrace and support novel initiatives, influencing community perceptions and cultivating an innovative culture. Their pivotal role extends beyond immediate involvement, setting the stage for broader community acceptance and engagement in the regeneration process.

Connectors, influencers, and early adopters play a pivotal role in community dynamics, serving as trusted individuals who facilitate connections between people. It is essential to compile a list of key figures perceived as trustworthy within various networks in the town. Members of the Municipal Task Team, involved in community initiatives, may be connectors or have ties to influential individuals. Identifying gaps in connections, particularly with specific groups, is crucial for ensuring a comprehensive and inclusive network, enabling effective collaboration and engagement across diverse community segments.

Info box

On-the-ground experience from the piloting process indicated that the terms "community network connector", "influencer", and “early adopters” in the context of small-town regeneration may refer to different roles and functions within a community development context. Let's explore the potential differences between the three:

Community Network Connector:

- **Definition:** A community network connector is someone who actively works to build and strengthen connections within a community. They often focus on creating and maintaining relationships between individuals, community organizations, local businesses, and other stakeholders.
- **Role:** Their primary role is to foster collaboration, communication, and a sense of unity within the community. They may organise events, facilitate meetings, and use various strategies to bring people together.
- **Impact on Regeneration:** A community network connector plays a crucial role in mobilising resources, sharing information, and creating a supportive environment for various regeneration

initiatives. By fostering a strong network, they contribute to the overall well-being and development of the community.

Influencer in Small Town Regeneration:

- **Definition:** In the context of small town regeneration, an influencer is someone who can influence the opinions, behaviours, and decisions of others within the community. This influence could be due to their expertise, credibility, or a significant following.
- **Role:** An influencer may use their platform to advocate for specific regeneration projects, policies, or changes that benefit the community. They can sway public opinion and garner support for initiatives.
- **Impact on Regeneration:** An influencer can significantly impact the success of regeneration efforts by leveraging their influence to raise awareness, build public support, and shape the narrative around the regeneration projects.

Early Adopters in Small-Town Regeneration

- **Definition:** In the context of community development and regeneration, early adopters refer to individuals or groups within the community who are among the first to embrace and support new initiatives, projects, or changes. They are open to trying out innovative ideas and technologies.
- **Role:** Early adopters play a crucial role in the regeneration process by being pioneers in supporting and implementing new ideas or projects. They are willing to take risks and demonstrate to the wider community that change is positive and beneficial.
- **Impact on Regeneration:** Early adopters in small-town regeneration serve as influential pioneers, positively shaping community perceptions, fostering innovation, and catalysing widespread support for new initiatives, ultimately contributing to the success and sustainability of regeneration efforts.

Questions to ask:

- Who do others routinely go to for advice?
- Who are seen as trusted opinion holders or as leaders in the networks?
- Who regularly spreads the word about community happenings or comes into regular contact with many people?

Practical tip

"Snowball" sampling is a good way to find network connectors. This approach can use brainstorming, surveys, or a combination. Snowball sampling means that each person you approach must identify other essential people.

For example, ask each organisation's board members to identify 10 people or groups they work with that could help the project. Then, go to each person identified and ask them the same question. The results are exponential, and important patterns emerge.

Certain individuals or organisations will be named much more frequently than others (the connectors), and studies have shown that these people are not usually identified in traditional stakeholder identification processes.

Example of demographics ,networks and network connectors		
Demographics	**Community networks**	**Network connectors**
Homeless	Faith-based groups	Sam (deacon of the church with soup kitchen)
Low-income	Service organisations	Sara (Health Department with a HIV/Aids programme)
Youth	Schools	Pete (High School Principal)

4. Assess community resources

Community resources refer to the assets, strengths, and capacities within a community that can be leveraged to address its needs, enhance well-being, and foster positive development. These resources extend beyond financial assets and may include human capital, social networks, physical infrastructure, natural environment, cultural assets, and institutional support. Identifying and understanding these resources is crucial for community development, as it enables community members, organisations, and authorities to work collaboratively and strategically to address challenges and promote positive outcomes.

Understanding that different networks possess unique skills, knowledge, and resources is essential when gathering the necessary support for community initiatives, whether it be in terms of funding expertise, meeting spaces, or communication skills. This crucial step involves not only initial brainstorming about potential resources but also direct engagement with local individuals and organisations to uncover their contributions. By actively listening and seeking input early in

the process, opportunities for collaboration and partnerships can be identified, leveraging existing resources effectively.

During this phase, it is beneficial to recognise the diverse strengths various networks bring to the table. Different networks may offer specific capacities, such as financial expertise, access to meeting spaces, or advanced communication skills. Engaging with local community members, businesses, non-profits, and governmental organizations allows for a more comprehensive understanding of the skills and capacities present within each network.

The initiative can tap into a broad spectrum of resources by facilitating open discussions and encouraging input from different community sectors. This collaborative approach not only enriches the overall skill set available but also fosters a sense of shared ownership and commitment to the success of the community initiatives. In essence, the process involves actively seeking and acknowledging the potential assets and partnerships within the community, providing a solid foundation for implementing initiatives.

By employing a combination of methods (see table below), you can develop a comprehensive understanding of a community's resources. This knowledge serves as a foundation for community development initiatives, helping to build on existing strengths and address specific needs collaboratively.

METHODS TO DETERMINE COMMUNITY RESOURCES	
Method	**Description**
Community Asset Mapping	Conduct a thorough inventory of the community's tangible and intangible assets. This includes identifying physical infrastructure, cultural institutions, local businesses, educational facilities, and natural resources.
Community Surveys and Interviews	Engage with community members through surveys and interviews to gather insights into their skills, talents, and interests. This process helps identify human capital and social connections within the community.
Collaboration with Local Organizations	Partner with local organisations, non-profits, and community groups to understand the services they provide and the resources they have access to. Collaborative efforts can reveal shared resources and potential areas for collective action.

Government Records and Reports	Review official government records, reports, and data related to the community. This can provide information about existing infrastructure, public services, and demographic characteristics.
Community Workshops and Meetings	Facilitate community workshops and meetings to encourage open discussions about the strengths and needs of the community. This participatory approach allows residents to voice their perspectives and contribute to the identification of resources.
Observation and Fieldwork	Spend time in the community observing daily life, noting businesses, community centres, recreational spaces, and other elements that contribute to the community's overall well-being.
Utilize Geographic Information Systems (GIS)	GIS mapping can visually represent community resources, including physical assets and geographical features, providing a comprehensive overview of the community landscape.

Questions to ask:

- Do any networks offer assets (like meeting space or equipment) you could use?
- Do any networks offer specific skills or expertise that would be valuable to the efforts?
- Might they consider funding or sponsoring particular events?

EXAMPLE OF LOCAL RESOURCES AND ASSETS / SKILLS			
Community networks	**Resource**	**Community connectors**	**Assets/skills**
Business Forum	Marketing expertise, event sponsorship	Vusi Radebe	Web development expertise
Local Churches	Meeting spaces	Ann Young	Fluent in 3 local languages
Service organisations	Newsletter to missing voices	Pete Smith	Social media expertise

Institutional arrangements checklist

One of the objectives of local government is to encourage the involvement of communities and community organisations in matters of local government. As a result, the STR identifies the following key aspects for the development of its institutional arrangements:

- Strengthen participatory governance.

- Identify and invest in people's capabilities.
- Build institutional capacity to engage.
- Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group.

INSTITUTIONAL ARRANGEMENTS CHECKLIST		
	YES/NO	COMMENT/PROOF
INTERNAL ARRANGEMENTS		
Was a Councillor appointed to ensure collaboration, coordination, implementation and monitoring?		
Is there a Municipal Board Resolution in place to support the implementation of the STR?		
Who is the responsible unit in the municipality for implementing the STR?		
Does the STR have a Municipal Task Team Project Manager?		
Was a Municipal Task Team appointed?		
Are all members of the Task Team familiar with the principles, aims, goals and overall intention of the STR as well as the with the STR Framework?		
Do the appointment Task Team members have the necessary skills and knowledge to contribute meaningfully?		
EXTERNAL ARRANGEMENTS		
Was a Community Task Team appointed to collaborate with the Municipal Task Team?		
Was a stakeholder mapping exercise performed?		
Were working groups established?		

The importance of functional institutional arrangements and governance structures cannot be downplayed. Small towns cannot often fulfil the necessary roles. Therefore, an institutional framework provides a clear reference point of the mechanisms available should there be changes in community and municipal structures. Development has been on the rise in towns where upfront work has been done to form these arrangements. In towns where these are applied, development goals are solidified, strengthened and individuals are held accountable.

It is clear that a coordinated effort, including all affected and relevant stakeholders, is required to sustain the STR programme. Therefore, functional institutional arrangements and governance structures must form part of the process.

Task 1.2 | External arrangements

The following external arrangements are to be implemented at the municipal level to implement the STR Programme.

Action 1: Appointment of a Community Task Team

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 councillors may not fully capture. This diverse team contributes valuable insights, fostering greater community engagement and building trust between residents and regeneration authorities.

Furthermore, the inclusion of a Community Task Team promotes collaboration in decision-making processes, ensuring regeneration efforts align with the community's unique needs and aspirations. This localised approach enhances the likelihood of successful project implementation through a sense of community ownership. The Community Task Team serves as a mechanism for addressing diverse perspectives, monitoring ongoing projects, and actively contributing to solutions based on real-time community feedback, ultimately enhancing the effectiveness and sustainability of regeneration initiatives.

In the realm of community representation and small-town regeneration, the coexistence of councillors, ward committees, and a Community Task Team is crucial for a multifaceted and inclusive approach. While councillors and ward committees play integral roles in public participation and representation, the Community Task Team offers specialised expertise and fosters grassroots representation. This

bottom-up approach enhances the legitimacy of regeneration efforts, promoting community ownership and enabling swift responses to emerging challenges. The collaboration creates a dynamic decision-making environment that reflects the diversity of the community, fostering sustainable and community-driven outcomes in regeneration efforts.

Info box

Even though councillors are elected to represent the interests of local communities in municipal councils, including a Community Task Team in regeneration efforts serves several important purposes:

Enhanced Community Representation: A community task team allows for a more direct and grassroots representation of diverse community voices. While councillors represent the community at large, a task team can include individuals with specific expertise, experiences, and perspectives related to the community's regeneration needs.

In-Depth Local Knowledge: Members of a community task team often have in-depth local knowledge, historical context, and a nuanced understanding of the community's dynamics. This local insight can be invaluable in tailoring regeneration efforts to the unique needs and aspirations of the community.

Increased Community Engagement: Involving a community task team fosters greater community engagement in the regeneration process. It ensures that a broader spectrum of community members is actively involved in decision-making, providing feedback, and contributing to the overall success of the regeneration initiative.

Specific Expertise and Skills: Community task team members may possess expertise, skills, or knowledge relevant to regeneration efforts, such as urban planning, economic development, or environmental sustainability. This diversity of skills complements the councillors' roles and enhances the regeneration project's overall effectiveness.

Building Trust and Collaboration: Including a community task team builds trust between residents and regeneration authorities. It demonstrates a commitment to collaboration and partnership, fostering a sense of ownership among community members and increasing the likelihood of successful project implementation.

Tailoring Solutions to Local Context: While councillors play a crucial role in policymaking and decision-making, a community task team ensures that regeneration strategies are fine-tuned to the community's specific needs, aspirations, and cultural context. This localized approach can lead to more sustainable and community-driven outcomes.

Addressing Diverse Perspectives: Communities often have varied needs and priorities. A community task team can help ensure that the regeneration efforts address the range of perspectives within the community, avoiding the risk of overlooking certain groups or concerns.

Monitoring and Evaluation: A community task team can participate in the ongoing monitoring and evaluation of regeneration projects. Their active involvement ensures that the community's expectations are continuously considered and that adjustments can be made as needed throughout the implementation process.

In summary, while councillors broadly represent the community within the municipal council, a community task team adds depth, specificity, and direct community engagement to regeneration efforts. This collaborative approach helps create more inclusive, sustainable, and community-driven outcomes in the regeneration process.

In this context, the STR advocates for establishing a Community Task Team to facilitate and oversee the implementation of the STR. 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.
- established to be a working group and support, providing oversight and guidance in line with the approved STR to implement the STR in the town.
- represent the community's voice and interest and serve as a platform from which STR projects and programmes may be driven.

A functional Community Task Team is a leadership team with a governance structure in place which facilitates the integrated mobilisation of capacity (skills, time, etc) and resources (human, financial, etc) that may be leveraged in the implementation of co-developed STR projects and programmes. The Community Task Team is essential in representing the community's voice and interest and serves as a platform from which STR projects and programmes may be driven.

The roles and responsibilities of the Community Task Team are addressed in the following table:

FUNCTIONS OF THE STR COMMUNITY TASK TEAM	
ROLE IN THE PROCESS	**RESPONSIBILITIES**
Strategic Partner	
The Community Task Team serves as a strategic partner by establishing a long-term, mutually beneficial relationship with the Municipal Task Team. This involves collaboration and integration of efforts between the community representatives and the municipal stakeholders to achieve the regeneration goals and objectives outlined in the STR plan. The partnership is characterised by a coordinated approach that aligns the interests and efforts of both teams towards the common goal of town regeneration.	• Establishing and maintaining a long-term, mutually beneficial relationship with the Municipal Task Team. • Collaborating closely with the Municipal Task Team to align efforts and strategies for achieving the town's regeneration goals. • Ensuring a coordinated and integrated approach in partnership activities.
Active Partner	
As an active participant, the Community Task Team engages proactively in the regeneration process. This includes providing valuable local insights and feedback on the regeneration plan. Moreover, the team utilises its existing skills and capacities to actively contribute to and participate in various projects, events, and activities related to town regeneration. Participating actively ensures that the community's perspective is actively incorporated into the regeneration initiatives.	• Providing local insights and feedback on the regeneration plan based on the community's unique perspective and experiences. • Actively engaging in various projects, events, and activities related to town regeneration. • Utilising existing skills and capacities to contribute meaningfully to implementing regeneration initiatives.
Co-creation	
As co-creators, the Community Task Team contributes to developing strategies that aim to maximise resources and community commitment for the STR projects and programs. This role involves actively participating in	• Contributing to developing strategies that maximise resources and community commitment for STR projects and programs.

FUNCTIONS OF THE STR COMMUNITY TASK TEAM	
ROLE IN THE PROCESS	**RESPONSIBILITIES**
consultations and decision-making processes related to town regeneration. By contributing to creating strategies, the team plays a key role in shaping the direction of regeneration efforts and ensuring that community input is considered in the decision-making processes.	• Actively participating in consultations and decision-making processes related to town regeneration. • Collaborating with stakeholders to co-create solutions that address the town's regeneration needs.
Advisor	
As advisors, the Community Task Team leverages its existing skills and knowledge to guide decision-making processes. They act as a bridge between the town's residents and decision-makers, ensuring that the perspectives and needs of the community are considered. The team contributes to informed and community-oriented decision-making in the regeneration initiatives by providing valuable advice.	• Leveraging existing skills and knowledge to provide informed advice on regeneration initiatives. • Acting as a bridge between residents and decision-makers, ensuring community perspectives are considered. • Guiding decision-making processes by offering insights that align with the community's best interests.
Facilitator	
As a facilitator, the Community Task Team creates opportunities for various community groups to collaborate and coordinate their efforts towards regeneration. This involves mobilising community members for active engagement and participation in regeneration initiatives. By fostering collaboration, the team enhances the collective impact of community groups and ensures a coordinated approach to regeneration efforts.	• Creating opportunities for various community groups to collaborate and coordinate their efforts towards regeneration. • Mobilising community members for engagement and participation in regeneration initiatives. • Fostering a collaborative environment that encourages effective communication and cooperation among community groups.
Enabler	
Acting as an enabler, the Community Task Team provides a platform for the community to share	• Providing a platform for the community to share knowledge, network, and collaborate.

FUNCTIONS OF THE STR COMMUNITY TASK TEAM	
ROLE IN THE PROCESS	**RESPONSIBILITIES**
knowledge, network, collaborate, and actively participate in regeneration efforts. The team empowers community members to contribute effectively to the regeneration initiatives by creating an enabling environment. This role ensures that the community is informed, actively involved, and invested in the regeneration process.	• Actively involving the community in regeneration efforts by creating avenues for participation. • Empowering community members to contribute to regeneration initiatives by facilitating access to resources and information.

See Annexure B for the Terms of Reference for the Community Task Team

Frequently asked questions

Why is incorporating a community task team necessary, given that we already have elected councillors representing the community in municipal councils?

Incorporating a community task team is essential because while councillors offer broad representation, a task team provides a more direct, in-depth, and diverse community perspective. Community Task Team members often possess specific expertise, local knowledge, and community insights that elected representatives may not fully capture. This supplementary input ensures a more nuanced and comprehensive approach to addressing the unique needs and aspirations of the community.

What unique contributions can a community task team offer alongside the roles fulfilled by councillors?

A Community Task Team offers unique contributions by bringing specific expertise, in-depth local knowledge, and a more direct grassroots representation to regeneration efforts. Unlike councillors, task team members may have specialised skills relevant to the regeneration context, providing valuable insights that complement the roles of elected representatives. Their diverse perspectives enhance the overall effectiveness of regeneration initiatives, fostering a collaborative approach that addresses a broader spectrum of community needs.

How does the inclusion of a task team enhance community engagement, provide in-depth local knowledge, and foster a more grassroots representation compared to the broader representation offered by councillors alone?

Including a Community Task Team enhances community engagement by directly involving a diverse range of community members in decision-making processes. Community Task Team members contribute in-depth local knowledge, drawing on their familiarity with the community's history, dynamics, and cultural nuances. This localised understanding ensures that regeneration efforts are more closely aligned with the community's specific needs and aspirations, fostering grassroots representation that goes beyond the broader representation provided by councillors alone.

How does the collaboration between elected representatives and a Community Task Team contribute to a more comprehensive and community-driven approach in the context of regeneration efforts?

The collaboration between elected representatives and a community task team contributes to a more comprehensive and community-driven approach to regeneration efforts by combining the broader representation of councillors with the specific, localised insights of the task team. This collaborative model ensures that regeneration strategies are more tailored, culturally sensitive, and inclusive. The task team actively engages with the community, builds trust, and facilitates ongoing feedback, promoting a sense of community ownership. Together, elected representatives and the task team create a dynamic partnership that leads to more effective and sustainable regeneration outcomes.

Action 2: Appointment of an Executive Committee

One way to combine wider representation with effective leadership, continuity, and the ability to advance the process is to have an Executive Committee (EXCO), where a smaller leadership group of 5 to 7 members is given more authority to make decisions and meet more regularly.

The Community Task Team will appoint a Chairperson, Deputy Chairperson, and a secretariat responsible for providing administrative and technical support. It is advisable that a Treasurer (where a budget is to be managed) and a Public Relations Officer be selected as well.

See the proposed Executive Committee members and their respective roles and responsibilities in the following table.

CHAIRPERSON	VICE-CHAIRPERSON	SECRETARY	TREASURER*	PUBLIC RELATIONS
Provide overall leadership and direction to the Community Task Team. Chair meetings and ensure effective communication within the team. Represent the Community Task Team in external forums and with other stakeholders.	Support the Chairperson in their duties. Assume the role of the Chairperson in their absence.	Provide administrative and technical support to the Community Task Team. Maintain records of meetings, decisions, and other relevant documentation	Manage the finances of the Community Task Team, including budgeting and financial reporting. Liaise with external partners and stakeholders on financial matters.	Handle communication and media relations for the Community Task Team. Create, implement and oversee the communications program that effectively describe and promote the work of the committee and the progress made.
Workgroup Leaders It is proposed that the Workgroup Leaders form part of the Executive Committee to represent sector-specific issues and strengthen collaboration, co-design, and alignment. Alternatively, the Workgroup Leaders can appoint a Workgroup Leader Representative to serve on the Executive Committee.				

* Only if applicable.

These roles and responsibilities aim to create a well-structured and efficient Community Task Team with a diverse skill set. The EXCO is designed to provide focused leadership and ensure that key decisions are made promptly. The inclusion of a Treasurer and Public Relations Officer acknowledges the importance of financial management and effective communication in the success of the implementation of regeneration projects.

Food for thought

The EXCO will have to decide how it makes decisions. This can be done by having a decision-making process in place and documenting what, when, and why decisions are made. For instance, make it clear on agendas when a decision needs to be made or actions to be taken and why, and then make sure the meeting facilitator helps guide the group toward a decision point.

In the same manner, set up all the processes and structures for resolving conflict and grievances.

Action 3: Review of the stakeholder mapping

Once the Community Task Team is established, it is proposed that the team, together with the Municipal Task Team, conduct a review of the stakeholder mapping to expand the team by including people who will be representative of and can connect with the identified community networks and groups and have the skills the team needs. Individuals or organisations with skills in project management, budgeting, event planning, communications, facilitation, and local politics are critical. Take a look at adding community leaders and key staff from local non-profit organisations, local civic groups, and/or local churches to help with engagement and the leadership buy-in needed to act on the STR implementation principles.

Action 4: Establish Working Groups

Working groups have been identified as an additional support mechanism in which the Community Task Team may establish to assist in implementing the STR according to the following proposed five development pillars (spatial, social, economic, IGR and governance and monitoring and evaluation), or as per the individual towns' priorities. The intention of proposing the working group mechanism is to deal with sector-specific issues such as tourism, infrastructure, etc, as referred to them by the Community Task Team. The functions of the proposed workgroups would include:

- The identification of aspects that prevent sectoral development.
- The identification of specific action plans to resolve constraints regarding development.
- Ensure broad consultation with the community and the Community Task Team.
- The development and implementation of intervention strategies.
- The establishment and strengthening of partnerships to facilitate STR activities.

Can't we piggyback on an existing group?

Utilising an established committee can be appealing for guiding your work, as the framework is already in place, expediting the initiation process. Additionally, there might be an existing committee whose purpose aligns with your objectives.

Should you opt for this approach, consider ways to include new individuals, either as members or advisors, into the group.

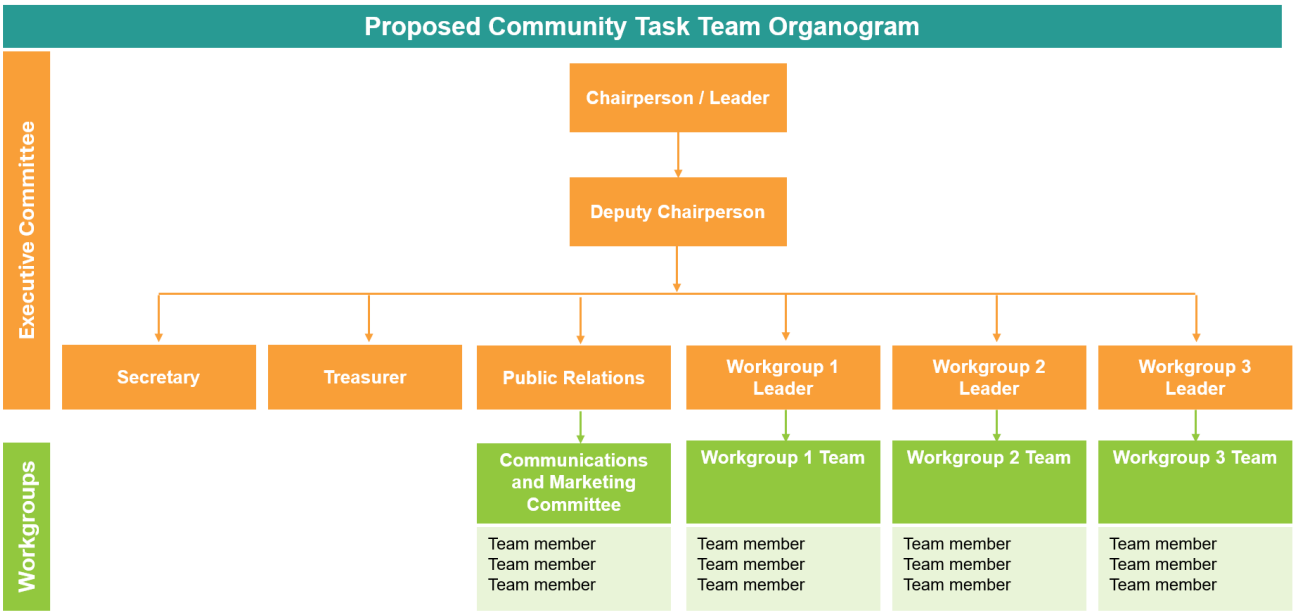
Alternatively, forming a new committee presents its own set of advantages. It allows for a clearer distinction from past initiatives, making it more enticing for newcomers to join, free from the potential baggage associated with existing groups. A new group, even if it includes some familiar faces,

provides an opportunity for a fresh perspective on longstanding issues by restructuring fundamental aspects of group dynamics, such as leadership, facilitation, and team roles.

Action 5: Formalising the Community Task Team

Too often, there is a reliance on external consultants to run the show, which leaves a community dependent on others for skills that could be sourced or developed locally. Having a Community Task Team will assist in building on and utilising the skills and knowledge of the local community. However, unlike being a project manager in a professional setting, collaborative community efforts are more akin to being a volunteer manager. To sustain the team over multiple years requires skilled leadership, attention to group dynamics, and having the right processes and procedures in place. It is, therefore, important to formalise the Community Task Team and have the necessary ground rules in place.

The Community Task Team should be an autonomous body (self-governing) with agency (having the capacity or authority to act, make decisions, and effect change). Various options are available, namely having an agreed upon Terms of Engagement and Constitution. Furthermore, at the beginning of the process, a Memorandum of Understanding (MoU) can assist in showcasing the willingness of the local municipality and community to work together. It can be seen as the starting point for collaboration. An MOU clearly outlines specific points of understanding. It names the parties, describes the project on which they agree, defines its scope, and details each party's roles and responsibilities. While not always legally enforceable, an MOU is significant because of the time and effort involved in negotiating and drafting an effective document. The following figure illustrates the proposed organogram for the Community Task Team.



Conclusion

Step 1: Get Organised underscores the critical importance of establishing robust institutional and community structures for the successful implementation of the STR strategy. The collaborative efforts between municipal leaders, including the Municipal Manager and Chief Financial Officer, alongside the comprehensive integration of various internal municipal departments, form the backbone of a well-coordinated and efficient approach to regeneration.

The formation of a dedicated Municipal Task Team, led by an STR Municipal Task Team Project Manager, is essential for ensuring the strategic direction, effective oversight, and seamless execution of regeneration initiatives. This team, supported by clear roles and responsibilities, will drive the planning, implementation, and monitoring processes, fostering collaboration and building trust within the community.

Equally important is the establishment of a Community Task Team, which brings local insights, diverse perspectives, and grassroots representation into the regeneration process. By formalising this team and incorporating an Executive Committee, the strategy ensures focused leadership, effective decision-making, and sustained community engagement.

Stakeholder mapping and the identification of community resources further enhance the initiative by leveraging local assets and fostering strategic partnerships. This holistic approach, combining internal municipal strengths with active community participation, lays a strong foundation for the STR programme.

In conclusion, the comprehensive organisation of both municipal and community efforts is pivotal to the success of the STR. By fostering collaboration, building capacity, and ensuring inclusive participation, Step 1 sets the stage for a transformative and sustainable regeneration journey, ultimately enhancing the well-being and resilience of small towns.

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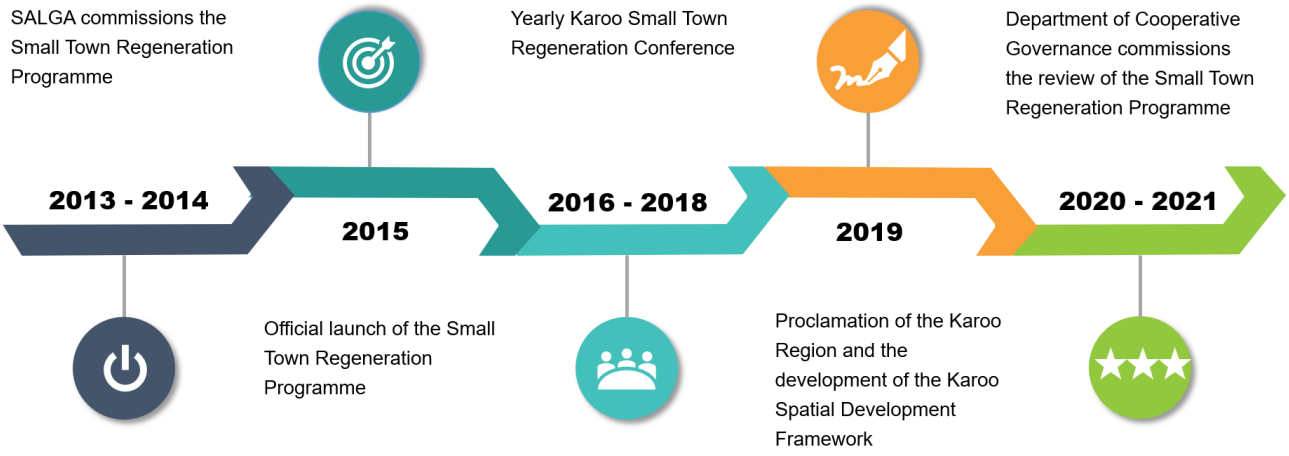
ANNEXURE A | MUNICIPAL TASK TEAM TERMS OF REFERENCE

Background

Over the past 20 years, South Africa has been changing a lot politically and economically. In search for jobs, better education, and social opportunities more people moved to cities. But this shift is causing some problems. Cities are growing fast while smaller towns are struggling. This divide between urban and rural areas is causing issues like unequal services, social divisions, and protests because of poor local government services.

The Department of Cooperative Governance noticed these problems and have developed the Integrated Urban Development Framework (IUDF). The IUDF, 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 through the Small Town Regeneration Programme (STR) a mechanism for the development of small towns. In 2021, the Department took a step back to review the STR. Through this process, DCOG wanted to learn from what's gone well and what hasn't and develop a strategy to assist struggling small towns.



Minister Tembi Nkadimeng officially kicked of the reviewed STR on 28 February 2022. The STR recognizes the importance of small towns in the hierarchy of settlements. It aims to support struggling small towns in rejuvenating, rebuilding, and unlocking their economic potential. The STR is a roadmap for making small towns in South Africa better. It is all about assisting municipalities and communities to collaborate, use what they've got (for example internal networks and resources) to make the most of opportunities and tackle their problems together to grow and improve.

The Small-Town Regeneration Strategy is a transformative endeavour that requires active involvement and collaboration from various stakeholders.

Regeneration, restoration, and fulfilling the economic potential of underperforming small towns.

Embracing the significance of small towns and their crucial roles in larger hierarchy settlements.

MISSION	VISION

The regeneration of South Africa's Small Towns

Transformed, safe, socially and regionally integrated, economic viable and inclusive towns with adequate and well-maintained infrastructure that allow people and place to realise their full potential through active citizenry for present and future generations.

Purpose and role of the Municipal Task Team

The purpose of having a Municipal Task Team is to coordinate efforts aimed at revitalising and improving the overall well-being of the town. The Municipal Task Team brings together representatives from different departments within the local government, as well as stakeholders from, national and provincial government, the community and private sector, to develop and implement strategies for addressing challenges specific to the town (for example economic decline, social ills, population loss, deteriorating infrastructure, and lack of investment) and fostering sustainable development.

The role of the Municipal Task Team should include:

- **Municipality as leader**: The municipality takes on the role of a leader by spearheading efforts to ensure that all stakeholders involved in the regeneration or development process work together harmoniously. This involves setting a clear vision, establishing goals, and providing direction to guide the collective efforts towards achieving common objectives.

- **Municipality as enabler**: As an enabler, the municipality facilitates the implementation of various initiatives by providing necessary support, resources, and infrastructure. This could include streamlining bureaucratic processes, offering financial incentives or grants, and creating platforms for collaboration among stakeholders to turn ideas into action.
- **Municipality as advocate**: Acting as an advocate, the municipality raises awareness among the public and stakeholders about the importance of regeneration or development initiatives. This may involve conducting outreach campaigns, organising informational events, and engaging with the community to garner support and participation in the process.
- **Municipality as architect**: In the role of an architect, the municipality develops comprehensive strategies and plans aimed at maximising the efficient use of resources and commitment from various parties involved. This could include conducting thorough assessments of existing assets and needs, identifying priority areas for intervention, and designing tailored solutions to address specific challenges or opportunities.
- **Municipality as facilitator**: As a facilitator, the municipality plays a crucial role in building bridges and fostering collaboration among diverse stakeholders. This involves creating platforms for dialogue, negotiation, and problem-solving, as well as mediating conflicts and removing barriers that hinder effective cooperation towards shared goals.
- **Municipality as provider**: Acting as a provider, the municipality leverages its existing resources, including infrastructure, services, and expertise, to support regeneration or development initiatives. This could involve offering access to public facilities, providing technical assistance or capacity-building programs, and allocating funding or grants to support community-driven projects.
- **Municipality as strategic partner**: In the role of a strategic partner, the municipality seeks out opportunities to collaborate with other entities, such as government agencies, private sector organisations, and non-profit groups, to achieve mutual objectives. This could involve forming strategic alliances, entering into partnerships or joint ventures, and leveraging collective strengths and resources to tackle complex challenges more effectively.

Functions of the Municipal Task Team

The Municipal Task Team typically serves various functions depending on its purpose and the specific challenges it is designed to address. Here are some common functions of the Municipal Task Team:

Project Management: The Municipal Task Team leads, coordinates, and executes the STR Programme, overseeing the planning, implementation, and monitoring of regeneration projects while applying project management methodologies, conducting risk assessments, and ensuring strategic

direction and effective oversight, including developing comprehensive work plans with clear objectives, milestones, and timelines, and coordinating project teams and resources to monitor progress and implement corrective actions.

Fostering collaboration and teamwork: The STR Municipal Task Team cultivates an inclusive environment, promotes effective communication, and addresses conflicts promptly, fostering a cohesive culture of collaboration and innovation among its members and stakeholders.

Facilitating community engagement and communication: Through effective communication strategies and stakeholder engagement initiatives, the Municipal Task Team ensures residents are well-informed about regeneration efforts, organises forums for community input, and addresses concerns to foster an inclusive decision-making process.

Managing crisis and problem-solving: The Task Team anticipates challenges, develops crisis response plans, and implements creative solutions to resolve conflicts swiftly, ensuring the smooth progress of regeneration initiatives even in the face of unexpected obstacles.

Developing a comprehensive regeneration strategy: Serving as the municipality's knowledge hub, the Municipal Task Team conducts thorough analyses, gathers local insights, and aligns priorities with community needs to formulate a comprehensive strategy with clear timelines and milestones for successful regeneration.

Coordinating urban planning and development: With oversight of urban planning projects and adherence to sustainable practices, the Municipal Task Team optimises land use, enhances functionality, and ensures aesthetic appeal through collaborative efforts with architects and planners.

Promoting social development: The Municipal Task Team implements diverse programs to support education, health, social inclusion, and gender equality, collaborating with stakeholders and advocating for vulnerable groups to foster a more equitable and empowered community.

Promoting economic development: Through economic analysis, targeted initiatives, and collaboration with businesses, the Municipal Task Team identifies growth opportunities, attracts investments, and fosters job creation, driving sustainable economic growth within the municipality.

Managing infrastructure and utilities: With a focus on efficient planning and technology integration, the Municipal Task Team ensures the reliable provision of infrastructure and utility services, meeting the evolving needs of the community while promoting sustainability.

Integrating environmental sustainability: The Municipal Task Team conducts assessments, implements green technologies, and establishes conservation measures to minimise ecological

footprints and enhance environmental sustainability, ensuring a healthy and resilient environment for current and future generations.

Handling finance and budgeting: Responsible for managing financial aspects, budget development, and expenditure monitoring, the Municipal Task Team ensures transparent and efficient financial practices to support the successful implementation of regeneration projects.

Ensuring legal and regulatory compliance: By interpreting and navigating legal frameworks, addressing disputes, and ensuring compliance with regulations, the Municipal Task Team maintains the integrity of regeneration initiatives and facilitates constructive dialogue with regulatory bodies.

Conducting data analysis and research: Utilising data-driven insights and research methodologies, the Municipal Task Team collects and analyses data, monitors trends, and conducts research to inform evidence-based decision-making and enhance the effectiveness of regeneration strategies.

Integrating technology: Through the adoption and integration of technology solutions, the Municipal Task Team enhances communication, explores smart city initiatives, and ensures team proficiency with digital tools, leveraging technology for efficiency and sustainability.

Monitoring and evaluation: With established processes for monitoring and evaluation, including the development of performance indicators, the Municipal Task Team regularly assesses project impact and implements adjustments to optimize regeneration outcomes.

Preserving cultural heritage: Through strategies to protect and promote cultural assets, the Municipal Task Team safeguards historical landmarks, promotes cultural events, and fosters a sense of pride and identity within the community.

Overall, a municipal task team plays a crucial role in driving forward the regeneration agenda, fostering collaboration, and mobilising resources to create positive change and improve the quality of life in the town.

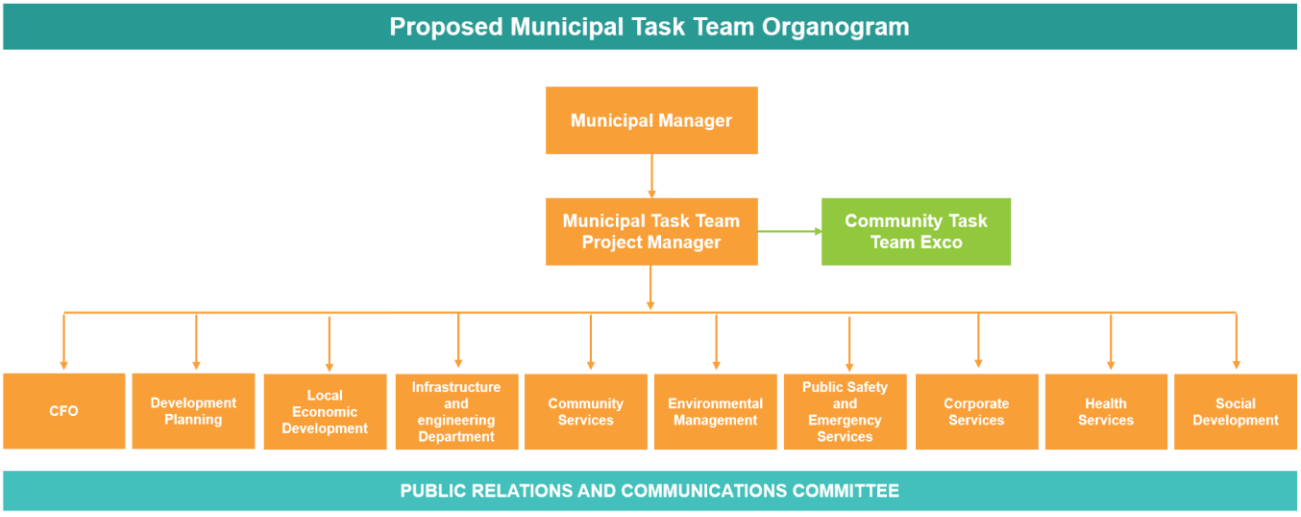
Proposed governance structure for the Municipal Task Team

The Municipal Task Team comprises individuals with diverse expertise, including urban planning, community engagement, crisis management, finance, law, data analysis, technology, and cultural heritage preservation. This collaborative team serves as a platform for mobilising the necessary capacity and resources for successful STR Programme implementation. The Municipal Task Team is representatives from the local municipality working alongside the Community Task Team and

contribute their knowledge and resources to regeneration efforts. The Community Task Team serves as a vital platform for the effective implementation of regeneration efforts.

Each municipal department plays a crucial role in contributing to the overall success of the regeneration initiative. The Municipal Task Team should work closely with other directorates within the municipality to ensure the alignment of efforts and to avoid duplication of work. Local municipalities typically have various internal departments to manage and oversee different aspects of municipal operations. The exact structure can vary based on the size and needs of the municipality. It is imperative that the person who is on the Municipal Task Team is a senior manager who can take decisions.

See below for the proposed Municipal Task Team Organogram.



Representation for a meeting

The quorum required for any meeting are to be determined by the Municipal Task Team.

Meeting format

Meetings can be held physically or on a virtual platform.

Meeting frequency

Meetings can be called upon on a need's basis, however a minimum of 1 meeting per Calendar Month will be required and in addition a meeting will also be required per phase of the implementation process.

A draft calendar is to be prepared to indicate scheduled meetings.

Reports

Quarterly reports will be prepared for the duration of the Municipal Task Team with an annual report compiled at the end of each financial year.

Approval

Decisions of the Municipal Task Team are taken by its members only. Approvals relating to draft documents and agreement on recommendations provided should be by consensus and communicated. If consensus is not reached, contentious issues should be mentioned, and positions explained in the meeting report and resolved by all parties.

Duration of the Municipal Task Team

The Municipal Task Team will be appointed for a period of two years from date of appointment or until such time the implementation of identified STR projects in the town have been completed. Thereafter the task team will be reviewed.

Amendment to TOR

Amendments to the Terms of Reference and Rules of Procedures, if required, should be adopted by the Municipal Task Team.

Action Plan

The Action Plan prepared will provide the Municipal Task Team with key activities required to be addressed during the implementation of the STR in the town. The Action Plan will be reviewed every quarter to ensure annual targets are met to align with the implementation process. The quarterly reports will provide an update on progress made in relation to the Actions listed in the following table.

The following activities (see overleaf) will be required from the Municipal Task Team for Phase 1 | Lay the Groundwork:

Proposed Action Plan for Phase 1 | Lay the Groundwork

Outcome	Baseline	Activity	Responsibility	Timeframe	Risk	Status of Action
PHASE 1 | LAY THE GROUNDWORK Assemble an initial Municipal Task Team of pioneers excited about the work and have capacity to implement the STR. The Municipal Task Team comprises individuals with diverse expertise, including urban planning, community engagement, crisis management, finance, law, data analysis, technology, and cultural heritage preservation. This collaborative team serves as a platform for mobilising the necessary capacity and resources for successful STR Programme implementation.						
STEP 1: GET ORGANISED This is to assemble a Municipal Task Team that can take the lead in the implementation of the STR Programme and collaborate with the Community Task Team in the identification and implementation of joint projects, as well as community lead projects.						
Task 1.1. Internal Institutional Arrangements	Appointment of a Municipal Task Team.	Establish Municipal Task Team to support the implementation of the STR	Municipal Manager			
	Appointment of a Municipal Task Team Project Manager.	Appoint a Municipal Task Team Manager	Municipal Manager			
	Conduct a Community Network Analysis.	Identify networks within and unique to your community and how to connect to them. For example, business community, homeless, seniors, faith community, etc.	Municipal Task Team			
Task 1.2 External Arrangements	Appointment of a Community Task Team	Establish Working Groups	Municipal Task Team and Municipal Task Team Project Manager			
	Appointment of an EXCO for the Community Task Team	Set up EXCO for the role out for the STR, to support the process and approve various phases of the project as per the project plan	Community Task Team			

Outcome	Baseline	Activity	Responsibility	Timeframe	Risk	Status of Action
	Review Community Network Analysis	Community to Identify networks within and unique to your community and how to connect to them – to determine the missing voices.	Community Task Team and Municipal Task Team Project Manager			
	Expanding the Community Task Team	Add community members/leaders who will be representative of and can connect with the identified community networks and that have the skills the team needs. Typically include partners and community volunteers and advisors.	Community Task Team			
STEP 2: CREATE A WORK PLAN This is essential for good project management and will work as a communication tool to help all involved understand what will happen and when. The work plan should include specific activities and tasks, milestones, timing and budget.						
Task 2.1 **Determine and refine the STR Project**	Project scope	Identification of the project goals and the project scope.	Municipal and Community Task Team			
Task 2.2 **Design an Engagement Plan**	Community Engagement Plan	Spell out specific activities that the team will conduct in order to involve residents, promote discussion, gather feedback, and share in making decisions	Municipal and Community Task Team			

Outcome	Baseline	Activity	Responsibility	Timeframe	Risk	Status of Action
Task 2.3 **Create a detailed work plan and budget**	Project Plan	Identification of the project phases, activities and milestones. Address the what, why, when, where, who and how much for each task. Allocate budgets, figure out the timing.	Municipal and Community Task Team			
STEP 3: SPREAD THE WORD This step is about building public awareness and interest for your regeneration projects. It's about involving new voices and demonstrating transparency in your work. Crafting messages carefully framed to reach diverse people can impact how residents react to your efforts. Before you start assemble the tools, information and people required to support communication.						
Task 3.1 **Set the stage**	Establish a Communications Committee (include the Community Task Team Communications representative), as a sub-committee – responsible for conceptualising and carrying out the Communications Plan and creating content to promote STR efforts. To include the Communications Manager of the Local Municipality.	Communications Committee established with the following suggested duties to fulfil on the Communications Committee: • Lead spokesperson • Additional contact person, to help field media inquiries • Website manager • Social media manager • Graphic artist • Photographer • Videographer	Municipal and Community Task Team			

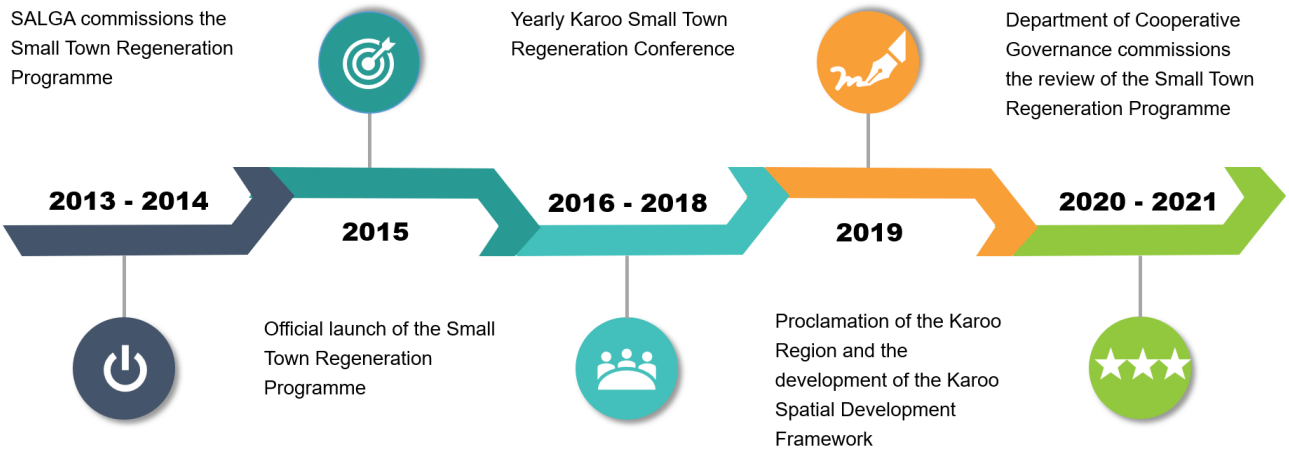
Outcome	Baseline	Activity	Responsibility	Timeframe	Risk	Status of Action
Task 3.2 **Prepare a Communications Plan**	Communication Plan	Determine the message, audience, communication channels, messengers, and measurements for success. Establish communication goals, develop core messages and, where applicable branding, create an online presence, prepare communication activities and prepare a communication budget.	Communications Committee			
Task 3.3 **Build awareness**	Build awareness by identifying and implementing soft- and hard-launch activities	Determine and implement soft (for example a social media campaign, email blast) and hard-launch (for example an event such as a celebration) activities	Municipal and Community Task Team Communication Committee			

ANNEXURE B | COMMUNITY TASK TEAM TERMS OF REFERENCE

Background

Over the past 20 years, South Africa has been changing a lot politically and economically. In search for jobs, better education, and social opportunities more people moved to cities. But this shift is causing some problems. Cities are growing fast while smaller towns are struggling. This divide between urban and rural areas is causing issues like unequal services, social divisions, and protests because of poor local government services.

The Department of Cooperative Governance noticed these problems and have developed the Integrated Urban Development Framework (IUDF). The IUDF, 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 through the Small Town Regeneration Programme (STR) a mechanism for the development of small towns. In 2021, the Department took a step back to review the STR. Through this process DCOG wanted to learn from what's gone well and what hasn't and develop a strategy to assist struggling small towns.



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Purpose and role of the Community Task Team

The Small Towns Regeneration Strategy advocates for the establishment of a Municipal and a Community Task Team to facilitate and oversee the implementation of the STR. The Municipal Task Team will facilitate the development of the Community Task Team.

The Community Task Team is:

- a group of representatives from the local community working together with the Municipal Task Team to utilise their knowledge and resources towards regeneration efforts.
- a group of representatives that assists with the mobilisation of 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.

- established to be a working group and support, providing oversight and guidance in line with the approved STR to implement the STR in the town.
- represent the community's voice and interest and serve as a platform from which STR projects and programmes may be driven.

The role of the Community Task Team should include:

- **Strategic Partner:** As a representative of the community the Community Task Team forms a long-term, mutually beneficial relationship with the Municipal Task Team to achieve the regeneration goals and objectives of the town. The partnership involves a collaborative and integrated approach.
- **Active Participant:** The Community Task Team provides local insights and feedback on the regeneration plan and uses existing skills and capacities to take part in projects, events and activities.
- **Co-creator:** The Community Task Team contributes to the development of strategies to maximise resources and commitment and participate in consultations and decision-making processes.
- **Advisor:** Levering existing skills and knowledge to guide decision making the Community Task Team act as a bridge between residents and decision-makers.
- **Facilitator:** The Community Task Team creates ways for various community groups to collaborate and coordinate their efforts. Mobilise community members for engagement and participation.
- **Enabler:** The Community Task Team act as an enabler by providing a platform for the community to share knowledge, network, collaborate and become actively involved in regeneration efforts.

Workgroups have been identified as an additional support mechanism which the Community Task Team may establish to assist in implementing the STR according to the following proposed five development pillars (spatial, social, economic, IGR and governance and monitoring and evaluation), or as per the individual town's priorities. The intention of proposing the workgroup mechanism is to deal with sector specific issues such as tourism, infrastructure, health, education etc, as referred to them by the Community Task Team. The functions of the proposed workgroups would include:

- The identification of aspects that prevent sectoral (for example, health, infrastructure, tourism, etc.) development.
- The identification of specific action plans to resolve constraints regarding development.
- Ensure broad consultation with the community and the Community Task Team.

- The development and implementation of intervention strategies.
- The establishment and strengthening of partnerships to facilitate STR activities.

Functions of the Community Task Team

The Community Task Team typically serves various functions depending on its purpose and the specific goals or challenges it is designed to address. Here are some common functions of the Community Task Team:

Problem-solving: The Community Task Team is formed to address specific issues or challenges within a community and to identifying bottlenecks, from a community perspective, that hinder the development of the town. This could include anything from addressing crime and safety concerns to improving education or healthcare.

Collaboration: The Community Task Team actively engage in consultations and community discussions and facilitate collaboration among community members, local organisations, government agencies, and other stakeholders to identify community-led interventions to share local knowledge and concerns and to address the development constraints identified. The Community Task Team encourages fellow community members to participate in the regeneration efforts. By bringing different parties together, the team can leverage diverse perspectives and resources to address complex issues.

Planning and Strategy Development: The team is responsible for providing input on municipal policies, strategies and delivery processes geared towards regeneration. The Community Task Team assist the Municipal Task team in developing plans and strategies to tackle identified problems. This may involve conducting research, gathering data, and formulating actionable plans to achieve specific community goals.

Resource Allocation: Determine how community resources, whether financial, human, or material, are allocated to address community needs. This involves prioritising projects and initiatives based on the team's goals and objectives.

Advocacy: The Community Task Team ensures that the community's unique needs and aspirations are considered. The Team advocates for the community at various levels, working to ensure that the community's needs and concerns are heard and addressed by the municipality.

Communication: Play a crucial role in keeping the community informed about their activities, progress, and any changes that may impact them.

Monitoring and Evaluation: After implementing initiatives or programs, the Community Task Team monitor their impact and evaluate their effectiveness. This involves assessing whether the team's efforts are achieving the desired outcomes and making adjustments as needed.

Community Engagement: The Community Task Team work to engage community members in the decision-making process, seeking input and feedback to ensure that initiatives are aligned with the needs and preferences of the community.

Capacity Building: The Community Task Team provide relevant direction and assistance to sectoral working groups. They engage in activities that build the capacity of community members and organisations, empowering them to take an active role in addressing their own challenges.

Crisis Response: In situations of crisis or emergencies, the Community Task Teams may be mobilized to respond quickly and effectively to mitigate the impact on the community.

It's important to note that the functions of a Community Task Team can vary widely depending on the specific goals and context of the community it serves. These teams often operate in a dynamic and adaptive manner to respond to the changing needs of the community.

See **Annexure A** for the proposed Ground Rules for the Community Task Team.

Proposed governance structure for the Community Task Team

The Community Task Team is established as a collaborative group comprising local community representatives working alongside the Municipal Task Team to contribute their knowledge and resources to regeneration efforts. Its primary functions include mobilising community capacity and resources for the implementation of jointly developed STR projects and programs. As a working group, it offers support, oversight, and guidance in alignment with the approved STR to effectively implement regeneration initiatives in the town. The Community Task Team serves as a vital platform representing the community's voice and interests, playing a key role in driving and advocating for STR projects and programs. The Community Task Team could, but is not limited to, include the following members, but are not limited to:

- Local residents;
- Local business and entrepreneurs;
- NGO’s and Community Groups;
- Investors and developers;
- Educational and cultural groups;
- Research and Town Planners;
- Property owners;
- Youth and students;
- Senior citizens;
- Environmental groups;
- Tourism boards;
- Media and communication outlets;

- Local farmers and agricultural groups; and
- Other (for example ward committee sector leaders, business chamber chairperson, etc.)

It is suggested that the Community Task Team needs the following skills:

- Collaboration;
- Influence;
- Networking and building partnerships;
- Community organising;
- Strategic thinking;
- Fundraising;
- Budgeting and finance;
- Communications, marketing and media experience;
- Events planning; and
- Specific expertise (architecture, town planning, landscape design, economic development, etc)

The Community Task Team should be an autonomous body (self -governing) with agency (have the capacity or authority to act, make decisions, and effect change). However, in view of the importance of collaboration and relationship building, it is proposed that the Community Task Team during Phase 1 of the implementation process be co-chaired by the Municipal Task Team Project Manager and the Community Task Team Chairperson / Leader. Participation may be extended to external stakeholders as determined by the Community Task Team on an AD HOC basis. All progress and reporting/updates will be shared with the Municipal Manager and the appointed Councillor on a separate platform to support the Implementation. After the conclusion of Phase 1 the Community Task Team will take a decision on whether the Municipal Task Team Project Manager will continue to be a co-chair.

Team roles and responsibilities include but are not limited to:

Executive Committee (EXCO)

The exco is to be a smaller leadership group of 5 to 7 members given more authority to meet more regularly.

The Community Task Team will appoint a Chairperson / Leader and Deputy Chairperson / Leader and will also appoint a secretariat who will be responsible for providing administrative support to the Community Task Team. It is advisable that a Treasurer and Public Relations Officer be selected as well.

See the proposed Executive Committee members and their respective roles and responsibilities in the following table.

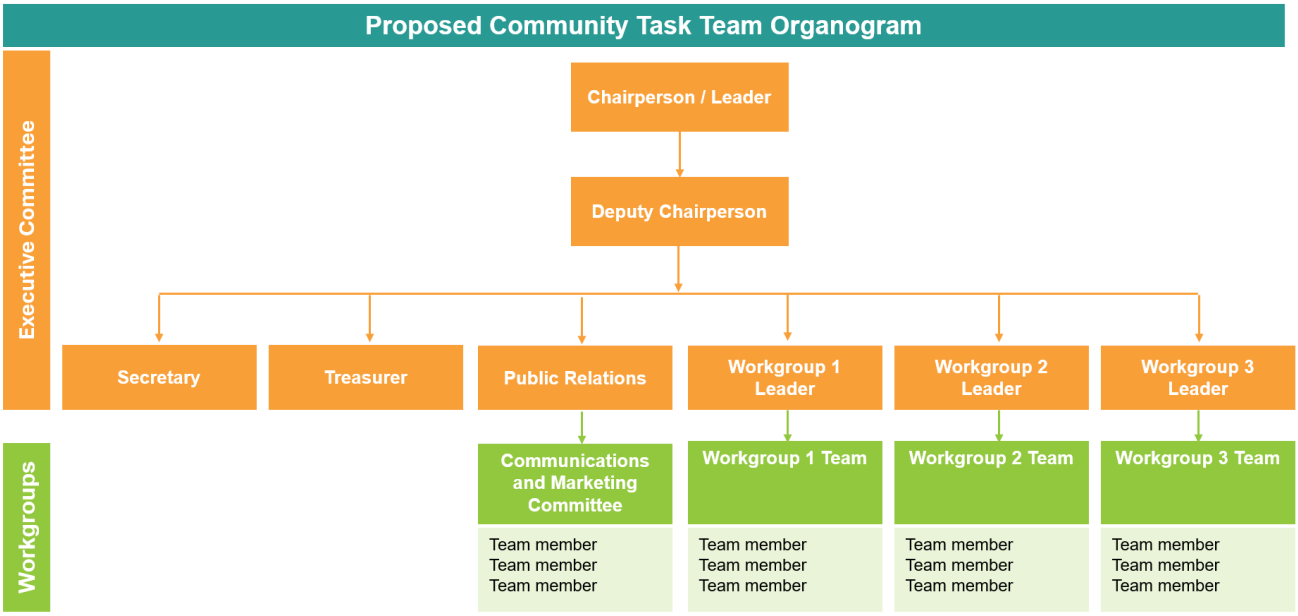
CHAIRPERSON / LEADER	DEPUTY CHAIRPERSON	SECRETARY	TREASURER	PUBLIC RELATIONS
Provide overall leadership and direction to the Community Task Team. Chair meetings and ensure effective communication within the team. Represent the Community Task Team in external forums and with other stakeholders.	Support the Chairperson / Leader in their duties. Assume the role of the Chairperson/ Leader in their absence.	Provide administrative support to the Community Task Team. Maintain records of meetings, decisions, and other relevant documentation	Manage the finances of the Community Task Team, including budgeting and financial reporting. Liaise with external partners and stakeholders on financial matters.	Handle communication and media relations for the Community Task Team. Create, implement and oversee the communications program that effectively describe and promote the work of the committee and the progress made.

Workgroup Leaders

It is proposed that the Workgroup Leaders form part of the Executive Committee to represent sector specific issues and to strengthen collaboration, co-design and alignment. Alternatively, the Workgroup Leaders can appoint a Work Group Leader Representative to serve on the Executive Committee.

These roles and responsibilities aim to create a well-structured and efficient Community Task Team with a diverse skill set. The Executive Committee is designed to provide focused leadership and ensure that key decisions are made promptly. The inclusion of a Treasurer and Public Relations Officer acknowledges the importance of financial management and effective communication in the success of the Small Towns Regeneration Strategy.

See overleaf for the proposed Community Task Team Organogram.



Representation for a meeting

The quorum required for any meeting are to be determined by the Community Task Team.

Meeting format

Meetings can be held physically or on a virtual platform.

Meeting frequency

Meetings can be called upon on a need's basis, however a minimum of 1 meeting per Calendar Month will be required and in addition a meeting will also be required per phase of the implementation process.

A draft calendar is to be prepared to indicate scheduled meetings.

Reports

Quarterly reports will be prepared for the duration of the Community Task Team with an annual report compiled at the end of each financial year.

Approval

Decisions of Community Task Team are taken by its members only. Approvals relating to draft documents and agreement on recommendations provided should be by consensus and

communicated. If consensus is not reached, contentious issues should be mentioned, and positions explained in the meeting report and resolved by all parties.

Duration of the Task Team

The Community Task Team will be appointed for a period of two years from date of appointment or until such time the implementation of identified STR projects in the town have been completed. Thereafter the Community Task Team will be reviewed. On completion the Community Task Team will be dissolved, and a new Community Task Team will be appointment for the ongoing implementation of the next STR.

Amendment to TOR

Amendments to the Terms of Reference and Rules of Procedures, if required, should be adopted by the Community Task Team.

Action Plan

The Action Plan prepared will provide the Community Task Team with key activities required to be addressed during the implementation of the STR in the town. The Action Plan will be reviewed every quarter to ensure annual targets are met to align with the implementation process. The quarterly reports will provide an update on progress made in relation to the Actions listed in the following table.

The following activities (see overleaf) will be required from the Community Task Team for Phase 1 | Laythe Groundwork:

Proposed Action Plan for Phase 1 | Lay the Groundwork

Outcome	Baseline	Activity	Responsibility	Timeframe	Risk	Status of Action
PHASE 1 | LAY THE GRUNDWORK Assemble an initial team of pioneers excited about the work and have capacity to support it. This could be members from a local organisation, or existing committee. The more diverse the backgrounds and perspectives of the initial team members, the more representative it will be and the better it will be at reaching those people in the community who are often overlooked.						
STEP 1: GET ORGANISED This is to assemble a team that can assist the Municipal Task Team in the identification and implementation of joint projects, as well as community lead projects.						
Task 1.1. Internal Institutional Arrangements *Please note that this Task is for the Local Municipality but is included for information purposes*	Appointment of a Municipal Task Team.	Establish Municipal Task Team to support the implementation of the STR	Municipal Manager			
	Appointment of a Municipal Task Team Project Manager.	Appoint a Municipal Task Team Manager	Municipal Manager			
	Conduct a Community Network Analysis.	Identify networks within and unique to your community and how to connect to them. For example, business community, homeless, seniors, faith community, etc.	Municipal Task Team			
Task 1.2 External Arrangements	Appointment of a Community Task Team	Establish Working Groups	Municipal Task Team and Municipal Task Team Project Manager			
	Appointment of an EXCO for the Community Task Team	Set up EXCO for the role out for the STR, to support the process and approve various phases of the project as per the project plan	Community Task Team			
	Review Community Network Analysis	Community to Identify networks within and unique to your community and how	Community Task Team and Municipal Task Team Project Manager			

Outcome	Baseline	Activity	Responsibility	Timeframe	Risk	Status of Action
		to connect to them – to determine the missing voices.				
	Expanding the Community Task Team	Add community members/leaders who will be representative of and can connect with the identified community networks and that have the skills the team needs. Typically include partners and community volunteers and advisors.	Community Task Team			
STEP 2: CREATE A WORK PLAN This is essential for good project management and will work as a communication tool to help all involved understand what will happen and when. The work plan should include specific activities and tasks, milestones, timing and budget.						
Task 2.1 **Determine and refine the STR Project**	Project scope	Identification of the project goals and the project scope.	Municipal and Community Task Team			
Task 2.2 **Design an Engagement Plan**	Community Engagement Plan	Spell out specific activities that the team will conduct in order to involve residents, promote discussion, gather feedback, and share in making decisions	Municipal and Community Task Team			
Task 2.3	Project Plan	Identification of the project phases, activities and milestones. Address the	Municipal and Community Task Team			

Outcome	Baseline	Activity	Responsibility	Timeframe	Risk	Status of Action
Create a detailed work plan and budget		what, why, when, where, who and how much for each task. Allocate budgets, figure out the timing.				
STEP 3: SPREAD THE WORD This step is about building public awareness and interest for your regeneration projects. It's about involving new voices and demonstrating transparency in your work. Crafting messages carefully framed to reach diverse people can impact how residents react to your efforts. Before you start assemble the tools, information and people required to support communication.						
Task 3.1 **Set the stage**	Establish a Communications Committee, as a sub-committee – responsible for conceptualising and carrying out the Communications Plan and creating content to promote STR efforts. To include the Communications Manager of the Local Municipality.	Communications Committee established with the following suggested duties to fulfil on the Communications Committee: • Lead spokesperson • Additional contact person, to help field media inquiries • Website manager • Social media manager • Graphic artist • Photographer • Videographer	Municipal and Community Task Team			
Task 3.2 **Prepare a Communications Plan**	Communication Plan	Determine the message, audience, communication channels, messengers, and measurements for success.	Communications Committee			

Outcome	Baseline	Activity	Responsibility	Timeframe	Risk	Status of Action
		Establish communication goals, develop core messages and, where applicable branding, create an online presence, prepare communication activities and prepare a communication budget.				
Task 3.3 **Build awareness**	Build awareness by identifying and implementing soft- and hard-launch activities	Determine and implement soft (for example a social media campaign, email blast) and hard-launch (for example an event such as a celebration) activities	Municipal and Community Task Team Communication Committee			

APPENDIX A| GROUND RULES FOR A COMMUNITY TASK TEAMS

Example of ground rules for the Community Task team

Community Task team Ground Rules

Date

A. Authority

The Community Task team is convened by the (*entity responsible for bringing the team together*).

B. Purpose

The purpose of the Community Task team is to support a broad base public engagement process that aims to engage all sectors of the community in order to support the Small Town Regeneration Programme. The process will achieve:

- *(list you STR programme goals here)*

The scope of the Community Task Team includes:

- Participate in the development of a Community Network Analysis.
- Provide support to the community outreach process.
- Assist with the design and implementation of the community outreach process.
- Assist with the development and distribution of project communications.
- Help increase involvement by community members in the process.
- Assist with carryin out project activities.
- Assist with synthesis and analysis of community input.
- Foster a collaborative community process.
- Develop a town-based regeneration projects.

C. Decision making process

The Community ask team will make its decisions and recommendations based on *(type of decision-making model such as consensus)*

The decision making process will be: *(clarify the rules)*

Example of rules for Consensus Decision Making

The Community Task Team will use consensus decision making for final approval on pre-identified group decisions. Consensus will be reached when each participant can honestly say:

- I believe that the other participants understand my point of view.
- I believe I understand other participant's point of view.
- Whether or not I prefer this alternative, I support it because it was arrived at openly and fairly , and it is the best solution for at this time.

The Degrees of Consensus will be used to get participants to this point. The Degrees of Consensus are:

- Endorsement: Ï like it!"
- Endorsement with a minor contention: "Basically, I like it."
- Agreement with reservations: "I can live with it."
- Formal Disagreement: "I want my disagreement noted, but I don't want o stop the process and/or be involved in the implementation."
- Block: "I veto this proposal."

The first four will constitute consensus. Formal Disagreement allows for the proposal to be accompanied by a formal minority report summarising the disagreement.

Only instances where consensus cannot be reached because of a block, the Community Task Team will have these alternatives:

- A statement defining areas of disagreement as well as agreement and the pros and cons of the decision/alternative will be summarised.
- A recommendation for resolution(s) using any of the alternatives below:

Seek additional information or analysis.

Seek a recommendation from the Municipal Task Team Project Manager or independent expert on how they would resolve the issue and use the recommendation as the solution.

Vote of the Community Task team with resolution requiring a super-majority vote (75%).

D. Results

The final results of this process with be *(how final results of the process will e used, for example, incorporated into the drafts of the Precinct plan and once completed as final documents will be sent to the Municipal Task team for final approval and adoption).*

E. Team composition

The Community Task team will adopt the following membership structure:

- *(total number if applicable)*
- *(elected officials)*
- *(Citizens)*
- (*stakeholders)*
- *(Youth)*

Members will serve *(term)*. Replacements will be appointed by *(process).*

F. Team behavioural guidelines

He Community Task team will adhere to the behavioural guidelines outlined in **Attachment A**: Process ground Rules.

G. Roles and responsibilities

Community Task Team Chairperson

The Community Task Team Chairperson, *(name)*, provides overall leadership to the project to ensure it works collaboratively. The Community Task Team Chairperson will have the following responsibilities:

- *(list responsibilities)*

Executive Committee

The Community Task team will be supported by a core team. The core team consists of: *(names)*. The Executive Committee will have the following responsibilities:

- *(lists general tasks)*

Treasurer

(Name) will oversee the budget.

Workgroups

The Community Task Team might find it necessary to create workgroups of its own participants or form others for specific activities Any workgroup will be created by *(decision process)* and provide a summary of their work to the entire team.

Project consultants and resource experts

Technical advisors or resource people may be invited to provide information or be engaged to conduct specific project activities. They will work collaboratively with the team.

H. Stakeholder representation (if applicable)

It is recognised that some team members are associated with agencies/organisations and have obligations to make management decisions and to take actions. Those participants will advise the team of pending decisions that affect the Community Task Team activities unless such prior disclosures would jeopardize the decision.

Additionally, if the team member is serving to represent a particular constituency, it is the responsibility of participant to keep their constituents current on Community Task Team activities and decisions. Before a decision is requested on any matter, sufficient time (to be defined by the team) will be provided for participants to seek advice from constituents to request that additional information be provided to the Community Task Team.

I. Media

While all meetings will be open to the media, participants agree that the maximum benefit from this process, a climate that encourages candid and open discussion should be created. In order to create this climate, participants agree to not attributing suggestions, comments, or ideas of others participants to the news media or non-participants. Formal statements should be made by an appointed media spokesperson. We refer all media to the given spokesperson *(name)*. The spokesperson will work with the Community Task Team to ensure that statements are correct.

J. Schedule and deadline

The Community Task Team will complete the STR programme by *(end date)*

K. Enforcement of ground rules

It is the joint responsibility of the Community Task Team to ensure that these ground rules are observed. Participants are free to question, in good faith, actions of other that may come within the scope of these ground rules.

ATTACHMENT A: PROCESS GROUND RULES

These ground rules can be adjusted based on the specific needs and dynamics of the Community Task Team. Establishing clear expectations from the beginning helps create a positive and collaborative team environment.

Legitimacy, respect and inclusivity

Participants of the Community Task Team are representatives of a broad range of interests, each having concerns about the outcome of the process. Treat all team members with respect, regardless of their background or opinions. Foster an inclusive environment where everyone feels heard and valued. All parties recognise the legitimacy of the interests and concerns of others and expect that their interests will be represented as well. Thus:

- Personal attacks will not be tolerated.
- The motivations and intentions of the participants will not be questioned.
- The personal integrity and values of participants will be respected.
- Stereotyping will be avoided.
- Disagreements will be regarded as “problems to be solved, rather than as “battles to be won”.

Active listening and involvement

Listen to understand, not to debate. Participants commit to listen carefully to each other, recognise each person’s concerns and feelings about a topic, ask questions for clarification, and make statements that attempt to educate or explain Participants should not assume that any one person knows the answer. Thus:

- Listen attentively to others without interrupting.
- Avoid forming responses while others are speaking; instead, focus on understanding their perspective.

Responsibility

All participants take responsibility for getting both individual needs met and for getting the needs met of other participants. Participants commit to keeping their colleagues/constituents informed about the progress of these discussions. Everyone shares responsibility for the success and failure of this process as well as for the enforcement of these ground rules. Thus:

- Be punctual for meetings and adhere to agreed-upon deadlines.
- Notify the team in advance if you anticipate being late or unable to meet a deadline.
- Keep the team's goals and objectives in mind when making decisions.

- Focus on finding solutions rather than dwelling on problems.

Honesty and openness

Constructive candour is a little used but effective tool. Participates commit to stating needs, problems, and opportunities, not positions.

Creativity

Participates commit to search for opportunities and alternatives. The creativity of the group can often help find the best solution for the community as a whole. Thus:

- Be open to new ideas and flexible in adapting to changing circumstances.
- Embrace a willingness to revise plans when necessary.

Commitment

Participants agree this effort is a priority in time. Participants will try their best to attend all meetings. Thus:

- Be punctual for meetings and adhere to agreed-upon deadlines.
- Notify the team in advance if you anticipate being late or unable to meet a deadline.

Continues improvement

Participants agree to reflect on the team processes and outcomes regularly. Feedback and suggestions for improvement to enhance the team's effectiveness is encouraged.

The Rumour Mill

Participants agree to verify rumours at a meeting before accepting them as fact.

Freedom to disagree

Participants agree to disagree. The point of this process is to foster open discussion of issues; in order to facilitate this wee need to respect each other's right to disagree.

Freedom to leave

Participants agree that anyone may leave this process but will respectfully inform the team.