

Advancing Water Sensitive Urban Design: A Rapid Assessment of 'Institutional Capacity' in Local Government Agencies

Guideline for Using the Rapid Assessment Process



Introduction

Purpose

This guideline describes a four-phase process that can be used in a local government agency to:

- assess whether the necessary elements of 'institutional capacity' are present to drive water sensitive urban design (WSUD);
- prioritise capacity building activities; and
- develop an action plan to build this capacity.

The guideline also explains why assessing institutional capacity is important for agencies who wish to promote WSUD. It also provides guidance on how to implement the process and cross references other products that have been prepared to support the process (e.g. workshop materials).

Target audience

This guideline has been written for *coordinators* within local government agencies who wish to run a process to assess the institutional capacity to deliver WSUD within and around an agency, and use this information to build a capacity building action plan.

Guideline structure

This guideline is structured as follows:

- Background: Information is provided on institutional capacity to foster WSUD so that the rationale for conducting a rapid assessment process is clear.
- The rapid assessment process: The process is described in four phases (see Figure 1). In this section of the guideline, 'keys to success' are described for each phase, and the tasks that need to be undertaken are explained. This guidance incorporates experience that has been gained through running the process in five Sydney agencies over 2009-10, and gathering feedback on its effectiveness.
- Available resources: The guideline describes eight other products that have been developed to assist the process (e.g. model workshop agendas, work sheets for the rapid assessment workshop, etc.).
- Conclusion: The guideline concludes by highlighting two critical success factors and providing a checklist (Appendix A) to help coordinators ensure that the essential tasks have been completed.
- Acknowledgements.

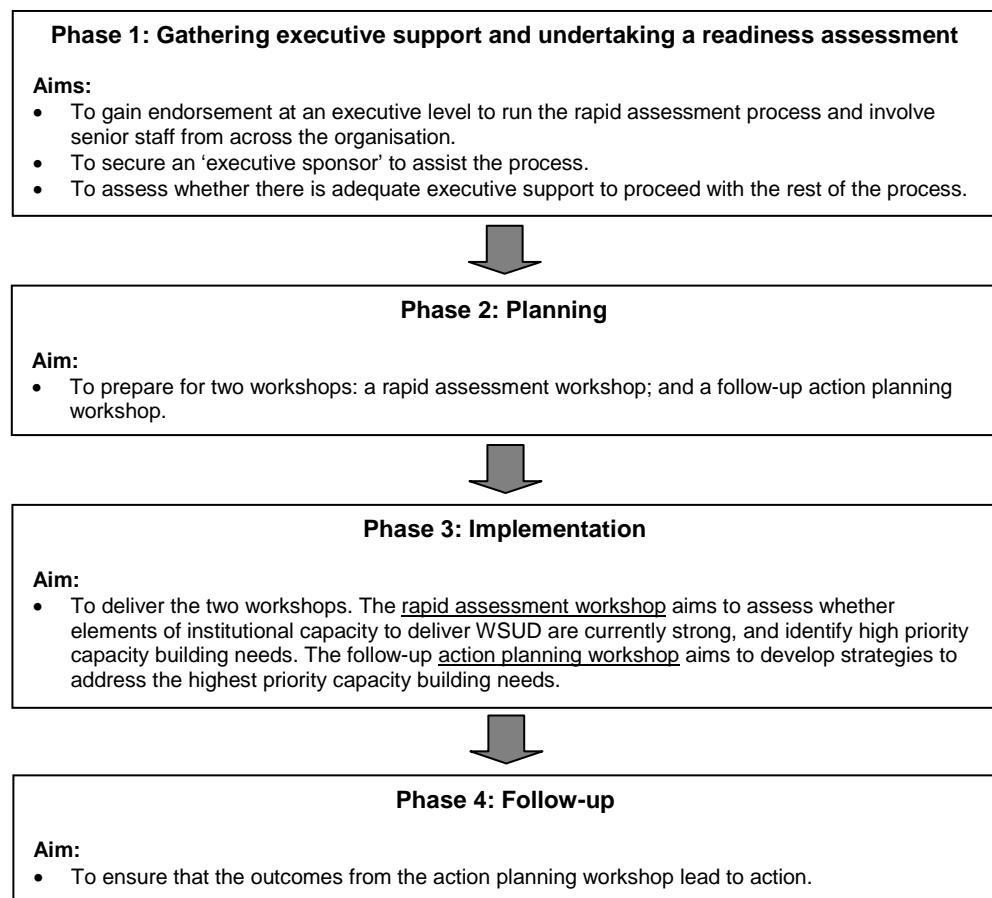


Figure 1 – The four-phase process described in this guideline

Background

Increasingly, researchers and practitioners in the water industry have recognised that the barriers to the widespread adoption of WSUD are not just technical in nature. These barriers typically relate to knowledge, skills, tools, systems, processes, organisational cultures, leadership, intra- and inter-organisational relationships, legislation, policy, planning, finance, governance and incentives. These are all elements of what researchers call 'institutional capacity' (see Brown *et al.*, 2006).

As shown in Figure 2, elements of institutional capacity can be broken down into four groups:

- Relevant human resources (e.g. technical skills and leadership skills) to promote WSUD.
- Intra-organisational capacity, such as the key processes, systems, cultures and resources within local government agencies to promote WSUD.
- Inter-organisational capacity, such as the agreements, relationships, informal networks and formal groups that exist between stakeholder organisations in a region that help to cooperatively deliver WSUD.
- External institutional rules and incentives, such as regulations, policies and incentives that drive the adoption of WSUD (see Brown *et al.*, 2006).

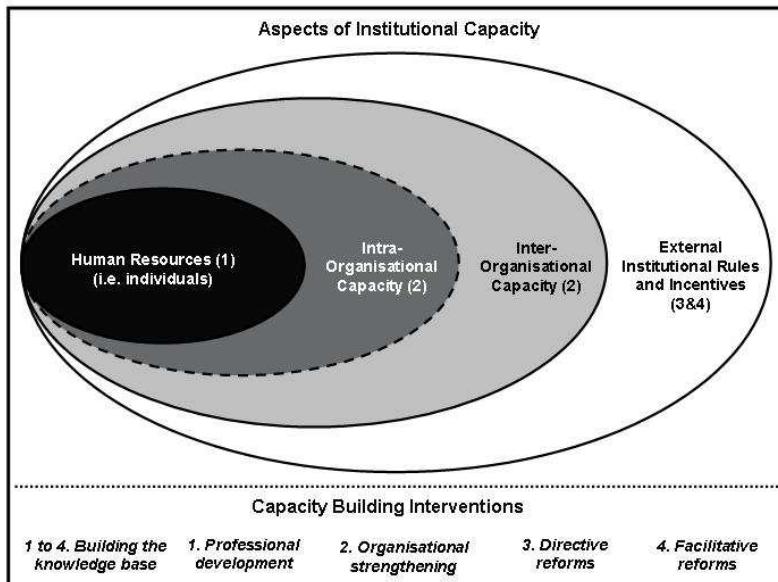


Figure 2 - Aspects of 'institutional capacity' and capacity building interventions for promoting WSUD (Brown et al., 2006)

Figure 2 also shows five groups of interventions that can be used to build institutional capacity to promote WSUD. These relate to:

- Building the knowledge base (e.g. forming a better understanding of what types of WSUD measures work well in the region and how much they cost).
- Professional development (e.g. helping emergent leaders to become more effective at driving change and helping stakeholders to build specific technical skills).
- Organisational strengthening (e.g. establishing improved cross-boundary relationships between stakeholders who need to collaborate in order to deliver good WSUD outcomes).
- Directive reforms (e.g. planning controls that require new developments to meet quantitative 'design objectives' for WSUD).
- Facilitative reforms (e.g. meaningful incentive systems that encourage stakeholders to embrace the WSUD philosophy).

Two key messages from researchers investigating barriers to the adoption of WSUD are that:

- the main barriers relate to people and organisations, rather than an absence of technical solutions; and
- to progress WSUD, *all* of the aspects of institutional capacity shown in Figure 2 need to be strong (see Brown & Farrelly, 2007; Brown et al., 2006).

Consequently, processes are needed to assess whether an organisation (or region) is currently strong in all areas of institutional capacity to drive WSUD, and if not, identify specific capacity building needs and actions. This guideline describes such a process that has been tailored for use in local government authorities who wish to encourage WSUD in order to minimise the consumption of potable water and degradation of waterway health.

The Rapid Assessment Process

Phase 1: Gathering executive support and undertaking a readiness assessment

Explanation and keys to success

Experience from implementing the rapid assessment process has shown that significant challenges can result if there is little executive support for the process, and little buy-in from senior staff (e.g. team leaders) across the organisation's structure. It is therefore strongly recommended that work be done to gather these two forms of support *before* proceeding with the assessment process.

Tasks

1. Secure executive support for running the process described in this guideline, including implementing the resulting action plan.

One way this task can be achieved is through presenting the process to the organisation's executive management team, and using this forum to:

- Gain executive endorsement to proceed.
- Secure an 'executive sponsor' to support the process. Their role would be to:
 - Encourage key staff from across the organisation's structure to attend the workshops.
 - Attend at least the start of both workshops (see Phase 3) and the end of the follow-up workshop to demonstrate that there is executive support for the initiative and the WSUD philosophy.
 - Help to identify a staff member, at a project level, who will take the outcomes from the action planning workshop (see Phase 3) and draft an action plan to build institutional capacity to progress WSUD.
 - Sponsor / mentor the cross boundary team of people in the organisation who will steer the implementation of the resulting action plan (see Phase 4).
- Secure agreement to formally request key staff from across the organisation to attend both workshops.
- Establish a mechanism where the project's progress will be regularly reported to the executive management team (i.e. after the workshops, once the action plan is prepared, and as it is implemented).

If necessary, this presentation could incorporate input from a credible guest speaker, such as someone from another organisation who has used the process, or a respected 'expert' (e.g. a consultant or academic).

2. Conduct a one-to-one discussion with the executive sponsor to ensure that he / she is comfortable with the proposed process and their role, then agree on the process to be followed.

This guideline can be used as background information to describe the proposed process. The process and supporting products (e.g. workshop agendas) may need to be amended to accommodate the views of the executive sponsor.

3. Assess whether enough executive support has been obtained in order to proceed with rapid assessment process.

If tasks 1 and 2 have produced limited success, it may be prudent to wait until more executive support can be obtained before completing the rapid assessment process. 'Windows of opportunity' may open in future, such as the emergence of an executive or politician with a personal interest in WSUD, or a grant opportunity that requires the organisation to use such a process to identify high priority WSUD projects.

Phase 2: Planning

Explanation and keys to success

Keys to success for this phase of the process include:

- Making sure influential staff from all of the organisation's functional units that have a role in the implementation of WSUD attend both workshops. Typically, such people represent units that undertake the following functions:
 - Water-related policy.
 - Development assessment.
 - Design, construction, maintenance and asset management.
 - Town planning.
 - Environmental management.
 - Management of parks and gardens.
 - Stormwater management (policy and operational works).
- If some of these participants only attend the follow-up action planning workshop, it can significantly impede the workshop process and outcomes as material from the first workshop has to be reintroduced and explained.
- Securing a suitable 'lead facilitator' for both workshops, as well as independent 'small group facilitators' for the rapid assessment workshop.

- Involving the executive sponsor at both workshops to demonstrate executive commitment to the process and the WSUD philosophy.
- Making sure people who will be attending the workshops have a good general knowledge of WSUD (e.g. what it is and why it is needed).

Tasks

4. Consider whether the rapid assessment process should be run for just one agency, or for several in the region.

There are some potential benefits from running the process in several organisations as one coordinated project. Such an approach would help to foster cross-agency networks, support and learning. It would also generate some savings, as some events could be done jointly.

Taking this approach could involve a combined rapid assessment workshop, where staff from several organisations attend but work in their own small groups. The follow-up action planning workshops would then be undertaken separately in each organisation.

There are also benefits in linking the rapid assessment process to *existing* cross-agency projects and groups, such as catchment management initiatives. Benefits potentially include: providing the coordinators with support and opportunities to learn from similar processes in other organisations; accessing additional resources, such as grant funding; and raising the profile of the initiative within the region.

5. Consider running a pre-workshop briefing session on WSUD.

In one of the organisations where this process was trialled, a separate event was held several weeks before the rapid assessment workshop that:

- introduced the concept of WSUD to key staff, such as managers;
- involved two experts from universities as guest speakers; and
- addressed the technical and institutional dimensions of promoting WSUD.

This event helped to prepare staff in the organisation for the subsequent rapid assessment workshop. Such an event is recommended in agencies where there is not a good general understanding of WSUD across the organisation's functional units and levels of management. Suitable materials, such as a PowerPoint presentation introducing WSUD, are available from the WSUD Program (see: www.wsud.org).

6. Secure the involvement of influential staff from all of the key functional units at both workshops.

Typically, around ten staff are involved in both workshops in addition to the facilitators, the coordinator and the executive sponsor. These people should represent all of the organisation's functional units that have a role in the implementation of WSUD. They should also include influential people that have the capacity to advance or block WSUD initiatives. Tactics to secure their involvement include all of the following:

- Scheduling the workshops for a time of the year when key people are most likely to be available. Although this varies from organisation to organisation, February, March, August and September are generally good months in local government agencies.
- Conducting informal, one-to-one preliminary conversations to explain the proposed process and indicate that they will be formally invited to attend both workshops.
- Formally requesting their attendance at both workshops in writing. To do this, it is recommended that the executive sponsor write to both the invitee and their manager. This letter / memo could stress that the initiative has been endorsed by the executive management team.
- Requesting participants to RSVP and nominate a suitable proxy, to ensure someone from their unit attends.
- Contacting them shortly before the first workshop to confirm their attendance and stress the importance of their participation.

7. Secure facilitators for both workshops.

A lead facilitator is needed for both workshops, and small group facilitators are needed for the rapid assessment workshop as this workshop involves small group work (e.g. 2 groups of 5 people per organisation).¹ Ideally, the lead facilitator would have the following attributes:

- Experienced workshop facilitator.
- A good understanding of how local government operates.
- A sound understanding of WSUD.
- A strong general knowledge of the elements of institutional capacity that are needed to advance sustainable forms of urban water management.
- Knowledge of some of the strategies other agencies have used to build this form of capacity.

The small group facilitators would not need specialist WSUD-related knowledge. Ideally, they would be experienced in small-group facilitation work and be seen as independent / impartial by the participants (i.e. not strongly aligned with any stakeholder group within council).

8. Book venues and arrange catering for both workshops.

Model agendas have been prepared for both of these workshops, which give an indication of their timing. The rapid assessment workshop typically starts at 9am and runs to 1:30pm, and is followed by a light lunch. A 10-15 minute facilitator briefing session is also undertaken before the workshop begins at 8:45am. The follow-up action planning workshop typically starts at 9:30am and runs to 12:30pm. It is also followed by a light lunch. The action planning workshop is usually done the day after the rapid assessment workshop.

The rapid assessment workshop requires PowerPoint presentation facilities and tables for small group work. Typically each small group consists of 5-6 people plus a facilitator. The follow-up action planning workshop requires an electronic whiteboard with tables and chairs ideally arranged in a horseshoe shape around the whiteboard.

9. Finalise and circulate materials for both workshops.

This task involves reviewing and refining the two model agendas. The executive sponsor should be involved with this process. This task also involves circulating a package of information to participants, including:

- The two agendas.
- 'Background briefing notes' to introduce key concepts that will be used during the rapid assessment workshop (these notes have also been prepared).

Some staff may also want to review the 'work sheets' before the rapid assessment workshop (these have also been prepared). As these are detailed and lengthy documents, it is suggested that these be made available prior to the workshop *only* if requested by participants.

10. Determine if either workshop will be evaluated.

Model feedback forms are available for both workshops. A decision is needed as to whether these will be used. For example, the lead facilitator may want feedback on his / her performance and how to improve such processes in future. Similarly, the executive management team may want some information on the overall effectiveness of the workshops. If evaluation is to be undertaken, the model feedback forms will need to be reviewed and finalised.

11. Conduct a final check of the key elements that can significantly affect the effectiveness of both workshops.

One or two working days before the first workshop, check the following elements:

- Venue and catering arrangements are confirmed.
- The facilitators will be there.
- The executive sponsor will be there (e.g. to open both workshops and attend the end of the follow-up workshop).

¹ Participant numbers will depend on the size of the organisation. The key issue is having enough people to represent all of the functional units across the organisation with a role to play in implementing WSUD.

- Key participants from across the organisation's structure will be there.
- Workshop materials are prepared.

A summary of the materials needed at both workshops is given below.

Rapid assessment workshop	Follow-up action planning workshop
<ul style="list-style-type: none"> • Venue. • Facilitator briefing notes (model available). • Agendas (model available). • PowerPoint facilities, including speakers for a video with sound. • The lead facilitator's PowerPoint presentation (model available). • Whiteboard and pens. • 'Work sheets' (available). • Handout of the lead facilitator's PowerPoint presentation. • Feedback forms (optional; model available). • Watch / clock. • Lunch. • Refreshments. 	<ul style="list-style-type: none"> • Venue. • Agendas (model available). • Electronic whiteboard and pens. • A list of high priority capacity building needs that were identified at the first workshop. • Spare 'work sheets' from the first workshop. • Cards for small group work. • Feedback forms (optional; model available). • Watch / clock. • Lunch. • Refreshments.

Phase 3: Implementation

a) The rapid assessment workshop

Explanation and keys to success

The aims of this workshop are to:

- Review the elements of institutional capacity that are needed to successfully drive WSUD.
- Conduct a *rapid* assessment of whether these elements are present (and strong) in the participants' organisation using a set of 'work sheets'.
- Generate assessment data (i.e. the identification of high priority capacity building needs) that can be used after the workshop to develop a local action plan which aims to build key elements of institutional capacity.

Keys to success for this workshop include:

- Involvement of an executive sponsor to emphasise the organisation's commitment (e.g. at the start of the workshop).
- Involvement of key staff from across the organisation's structure.
- Making it clear to participants that the process has been designed to be a *rapid* process. Feedback from past workshops indicate that most, but not all, participants appreciate the fast pace.
- Keeping the process running to time.
- Taking time during the lead facilitator's introduction to explain the rating system that is used in the work sheets and use an example so all participants are clear on the rating process.
- Monitoring the use of the rating system in the first 10 minutes of the workshop, to ensure it is being used correctly in the small groups.
- Maintaining a positive, 'can-do' attitude in the small groups, rather than dwelling on the barriers to WSUD and the difficulty associated with overcoming these barriers.
- Trying to separate 'supervisor-subordinate' pairs and people who work closely together as small groups are formed (where possible).
- Facilitating the small-group work, so all group members are contributing.

Tasks

12. Ensure the lead facilitator briefs the small group facilitators before the workshop.

Model briefing notes have been prepared for this purpose. These include a set of guidelines for small group facilitators. This task is included in the model agenda for the rapid assessment workshop.

13. Ensure the small groups are multi-disciplinary and mixed.

Ideally, the small groups will represent a mix of disciplines (e.g. engineering, planning, ecology, etc.). During the formation of small groups, ‘supervisor-subordinate’ pairs and people who work closely together should be separated (where possible). In addition, the most experienced small group facilitators should be matched to participants who have a tendency to dominate discussions.

14. Implement the agenda’s items.

This includes:

- Starting on time.
- Emphasising executive support by involving them at the start of the workshop.
- Acknowledging the presence of people who may be reluctant participants and thanking them for their attendance.
- Using the prepared PowerPoint presentation for the introduction and work sheets for the assessment process. Note that this PowerPoint presentation explains how the workshop runs.
- Asking participants if they would like to see the short Landcom WSUD video² as part of the introduction. This video has been prepared for laypersons, so if all the participants clearly understand WSUD, showing the video may be interpreted as an insult to their expertise.
- Carefully explaining the rating system in the work sheets and monitoring its use in the small groups.
- Maintaining a positive, constructive atmosphere during the workshop. For example, by sharing some positive discussions and ideas from the small groups with all participants when opportunities arise, and providing positive feedback on the participants’ progress.
- Reminding the participants to bring their completed work sheets to the follow-up action planning workshop.
- Circulating feedback forms at the end of the workshop if a decision was made during the planning phase to evaluate the workshop’s effectiveness.

b) The follow-up action planning workshop

Explanation and keys to success

The aims of this workshop are to:

- Briefly review the elements of institutional capacity to drive WSUD that were identified at the earlier rapid assessment workshop as being high priority capacity building needs.
- Identify management strategies that could be used to address these needs (with a focus on the ten highest priority needs).
- Identify and agree on a process where the workshop’s outcomes will be converted into an action plan and then implemented.

Keys to success for this workshop include:

- Involvement of an executive sponsor to emphasise the organisation’s commitment and provide guidance on how best to endorse and implement the action plan. Ideally, the executive sponsor would stay for all of this workshop.
- Involvement of key staff from across the organisation’s structure. Ideally, these people would have also attended the rapid assessment workshop and read the background briefing notes. During the trials of this process, significant challenges emerged where some participants at the follow-up workshop had not attended the rapid assessment workshop. Specifically, these participants often had:
 - a relatively poor understanding of WSUD in general;
 - little understanding of the need to build several elements of institutional capacity to advance WSUD (see Figure 2), instead of searching for a single ‘silver bullet’ solution; and
 - inadequate understanding of the process being followed.

This led to the follow-up workshop process being impeded. For example, there was often need to stop fruitful discussions and revisit issues that were addressed during the first workshop.

- Identifying an enthusiastic, competent coordinator who can take the outcomes of the workshop and draft an action plan to promote WSUD.

² A low quality copy of this video can be downloaded from Landcom’s website. Alternatively, a high-quality version (~160MB in size) can be obtained on CD by contacting Landcom.

- Firstly focusing on capacity building needs that are the root of others (e.g. limited political commitment to WSUD).
- Focusing on key ideas / actions to address each capacity building need, rather than getting distracted by the detail (e.g. each action's timing, responsibility, budget, etc.). These operation details are added after the workshop as an action plan is drafted.
- Allowing considerable time at the end of the workshop to discuss how the proposed actions will be turned into a draft action plan, refined, endorsed, funded and implemented.

Tasks

15. Implement the agenda's items (see the model agenda).

This includes:

- Ensuring anyone who was not at the rapid assessment workshop is quickly brought up-to-date on the project, process and WSUD in general.
- Taking time to clarify which capacity building needs were identified as a priority during the rapid assessment workshop and therefore will be the focus of discussions. Typically, around ten needs can be addressed in the time currently allocated in the model agenda.
- Identifying who is responsible for taking the outcomes of today's workshop and drafting an action plan. Clarifying this early can help to ensure the person is focused and is taking notes.
- During the action planning items on the agenda, the facilitator should guide a single group discussion and make notes on the whiteboard.
- Ensuring that all of the time allocated at the end of the workshop to determine how the action plan will be drafted, endorsed and implemented is kept for this purpose, as it is a critical part of the workshop.
- Clearly documenting the next steps.
- Circulating feedback forms at the end of the workshop if a decision was made during the planning phase to evaluate the workshop's effectiveness.

16. Report progress to executives.

At the completion of both workshops, executives should be briefed on the process that was followed, the outcomes and next steps. If the workshops were evaluated, some of the evaluation data could also be communicated to executives.

Phase 4: Follow-up

Explanation and keys to success

Work is required after the workshops. This involves:

- Preparing a draft action plan to build institutional capacity to promote WSUD.
- Refining this plan in consultation with affected staff and other stakeholders.
- Seeking endorsement from executives to implement the plan.
- Progressively implementing actions from the plan and monitoring this implementation.
- Taking opportunities to link the plan to *existing* initiatives and groups in the region (e.g. catchment management groups).

Tasks

17. Ensure management arrangements are in place to build an action plan and steer its implementation.

Typically, a cross-boundary, multi-disciplinary project team would be formed to review drafts of the action plan, seek endorsement from executives and politicians, and steer its implementation. This team is likely to consist of the people who attended the action planning workshop. Ideally, the executive sponsor would also provide guidance to this group (e.g. on the best way to obtain executive endorsement, secure resources, etc.).

18. Regularly report progress to council's executive management team on the implementation of the plan.

This may involve regular briefing notes and/or verbal presentations to the executive management team. Progress reports provide an opportunity to hold relevant staff and units responsible for implementing key

actions, and to seek executive support to overcome obstacles that may arise during the implementation of the plan.

19. Take opportunities to link the implementation of the plan to existing groups in the region.

It may be possible to link the implementation of plan to the work of *established* groups the region with a role in sustainability and/or water management. Such groups may include catchment management groups, cross-council committees and taskforces, or groups representing councils who are implementing similar plans. Potential benefits include:

- maintaining momentum over time with respect to the plan's implementation;
- providing the plan's coordinators with support (e.g. how to overcome obstacles);
- creating 'friendly competition' between councils who are implementing similar plans, which can lead to improved performance;
- identifying additional resources to help implement the plan;
- raising the plan's profile in the region, which can help to engage executives and politicians;
- providing an independent mechanism to track and report performance; and
- generating an extra level of accountability with respect to the plan's implementation.

Available Resources

In addition to this guideline, several resources have been prepared to assist the rapid assessment process. These resources are summarised below.

Rapid assessment workshop	Follow-up action planning workshop
<ul style="list-style-type: none">• Model agenda.• Background briefing notes for workshop participants.• Briefing notes for small group facilitators.• A PowerPoint presentation for the lead facilitator's introduction.• Rapid assessment work sheets.• Customised feedback form.	<ul style="list-style-type: none">• Model agenda.• Customised feedback form.

Conclusion

Appendix A includes a checklist of the tasks included in this guideline. Of all of the 'keys to success' that have been flagged in this guideline, two are emphasised as being the most significant. First, gathering some form of executive support for the process before running the workshops (e.g. securing the help of an executive sponsor). Second, ensuring both workshops are attended by influential staff who represent all of the organisation's units that need to be involved with delivering WSUD (e.g. planning, environment, engineering, development assessment, policy, etc.).

If the workshops are carefully planned and well facilitated, they should produce two significant outcomes. The first is tangible, namely a set of actions to address high priority institutional capacity building needs that can easily be converted to a draft action plan. The second is less tangible, namely stronger relationships between key people in the organisation who need to collaborate in order to implement WSUD. The interpersonal interactions that occur during the process can help to build:

- a shared understanding of opportunities and barriers to implement WSUD;
- a better understanding of each person's perspective and work environment;
- trust between participants, as a precursor to genuine collaboration; and
- an embryonic, multi-disciplinary, cross-boundary team that can continue to guide the implementation of sustainable forms of water management in the organisation.

Contacts for Assistance

The following people were involved with developing and trialling the process described this guideline in 2009-10:

- Col Freeman, Lower Georges River Sustainability Initiative (Rockdale City Council).
- Jenna Hore, Mid Georges River Sustainability Initiative (Bankstown City Council).
- Kate Black, WSUD Program, Sydney Metropolitan Catchment Management Authority).
- André Taylor (André Taylor Consulting).

Acknowledgements

The development of this guideline and supporting products has been assisted by the New South Wales Government through its Environmental Trust and the Sydney Metropolitan CMA's WSUD Program. The project was managed by the Lower Georges River Sustainability Initiative, with help from the Mid Georges River Sustainability Initiative, the Sydney Metropolitan CMA and André Taylor Consulting. The process and supporting products were trialled in the Rockdale, Hurstville, Kogarah, Bankstown and Sutherland councils.

Useful References

- Brown, R., & Clarke, J. (2007). *Transition to water sensitive urban design: The story of Melbourne, Australia*. Melbourne, Victoria: Facility for Advancing Water Biofiltration and National Urban Water Governance Program, Monash University.
- Brown, R., & Farrelly, M. (2007). Barriers to advancing sustainable urban water management: A typology. *Proceedings of the Rainwater and Urban Design 2007 Conference, incorporating the 13th International Rainwater Catchment Systems Conference & the 5th International Water Sensitive Urban Design Conference*, 21-23 August, Sydney, New South Wales.
- Brown, R., Mouritz, M., and Taylor, A. (2006). *Institutional capacity*. In T. Wong (Ed.), Australian runoff quality: A guide to water sensitive urban design (pp. 5-1 - 5-20). Melbourne, Victoria: Engineers Australia.

File name: Guideline - Final.doc
Prepared by André Taylor, May 2010

Appendix A

Checklist of Key Tasks

Phase	Tasks	Done?
Phase 1: Gathering executive support and undertaking a readiness assessment	<ul style="list-style-type: none"> 1. Secure executive support for running the process described this guideline, including implementing the resulting action plan. 2. Conduct a one-to-one discussion with the executive sponsor to ensure that he / she is comfortable with the proposed process and their role, then agree on the process to be followed. 3. Assess whether enough executive support has been obtained in order to proceed with rapid assessment process. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Phase 2: Planning	<ul style="list-style-type: none"> 4. Consider whether the rapid assessment process should be run for just one agency, or for several in the region. 5. Consider running a pre-workshop briefing session on WSUD. 6. Secure the involvement of influential staff from all of the key functional units at both workshops. 7. Secure facilitators for both workshops. 8. Book venues and arrange catering for both workshops. 9. Finalise and circulate materials for both workshops. 10. Determine if either workshop will be evaluated. 11. Conduct a final check of the key elements that can significantly affect the effectiveness of both workshops. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Phase 3: Implementation a) The rapid assessment workshop b) The follow-up action planning workshop	<ul style="list-style-type: none"> 12. Ensure the lead facilitator briefs the small group facilitators before the workshop. 13. Ensure the small groups are multi-disciplinary and mixed. 14. Implement the agenda's items. 15. Implement the agenda's items (see the model agenda). 16. Report progress to executives. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Phase 4: Follow-up	<ul style="list-style-type: none"> 17. Ensure management arrangements are in place to build an action plan and steer its implementation. 18. Regularly report progress to council's executive management team on the implementation of the plan. 19. Take opportunities to link the implementation of the plan to existing groups in the region. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>